

**American Motors  
Dealership Facility Manual**



**Select  
Used Cars**



**Select  
Used Cars**



**American Motors**



**Select  
Used Cars**

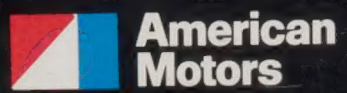


**Select  
Used Cars**

**Grosse Pointe**











## Preface

American Motors recognizes that each of our more than 2300 dealerships is different from the rest. However, because the new Dealership Facility Identification Program has been created around an extremely flexible design plan, it can be adapted to every American Motors Dealership regardless of size, current layout or architectural style.

To meet this challenge, American Motors through its Office of Corporate Identity has developed a positive plan of action that will help you to upgrade your individual dealership so that it will be similar in appearance to the redesigned prototype facility in Grosse Pointe, Michigan. This manual is intended as a guide to help you determine the steps necessary to recreate this new concept at your facility.

The first sections of this manual outline the fundamentals of some of the common problems confronting many American Motors dealerships. Some of this information is basic, however, even the most obvious problems that remain uncorrected for a period of years often become accepted and are considered as unchangeable. It is hoped that, by bringing these problems to their proper focus, the later sections of the manual will enable our dealers to upgrade their facilities to a more optimum condition, while at the same time, participate in a national identification program. The manual is not a substitute for the necessary professional guidance, but rather is intended to help you better analyze the existing conditions of your facility and to provide you with directions for the maximum utilization of the Dealership Facility Identification Program.

## Introduction



You are an American Motors dealer and your success is of great importance to American Motors because your success is our success. On your profit in selling cars depends our profit in manufacturing cars. In order to increase both the recognition of American Motors Corporation and the merchandising of cars through you, our dealers, we have undertaken a comprehensive identity program for both corporate facilities and dealerships. The central element of this program is the 'A' mark symbol which provides a highly identifiable visual element.

This program is not only an exterior decorative treatment, but one that is intended to establish a comprehensive program of dealer facility improvements, including signage, showrooms, service area and parts facilities, used car operations and most importantly, to the whole attitude under which these dealership services are provided. This identification program will be a source of great pride to all our dealers and will encourage your improved efforts in the sale of automobiles.

With this basic concept in mind, we have prepared this Dealership Facilities Manual which contains guidelines and directives on the planning and development of dealer facilities, both existing and new. This manual shows what can be done to improve the physical appearance and functional operation of your facilities. It shows, furthermore, what has already been accomplished at one such facility located in Grosse Pointe, Michigan. We believe that the experience gained in this Grosse Pointe facility and the demonstration of the practical applications of the Dealership Facility Identification Program will be of inestimable value to dealers across the country in dramatically describing what their objectives should be. The manual contains basic information, techniques, and methods of analysis by which dealers can determine whether or not they are properly using their existing facilities and how to plan new facilities. It is truly comprehensive in approach, responding to problems from one end of the scale to the other: from the planning potential of a facility to considerations such as the use of ashtrays and paint colors.

It must be remembered that the basic purpose of this manual is to show how to improve your facilities as a means of improving your sales of American Motors Cars.



## Where do you stand?

What are the conditions of your present facility? Can you take a look at it and say to yourself that it is the best facility that you can provide? Are you providing the kind of services you want? Are you selling as many cars as you can? Do you have a good advertising program? What about your public relations? Does your dealership have a strong identity? The answer to these questions is the foundation of this Dealership Facility Identification program, which is intended to provide a coordinated approach to facility modernization and design. The first step is the proper definition of the problem. American Motors believes the problem is generally the lack of a comprehensive program of improvement.





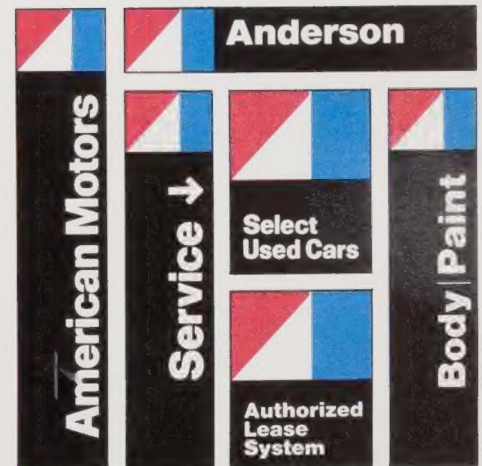
**This is what you can do!**



A critical analysis of your facilities is the first step in the improvement of your dealership. Very likely, you have become accustomed to things the way they are, or perhaps over the years have made a number of unrelated improvements. Now is the time to take an objective overview of what your facility is and how well it is performing. Only with some understanding of where it stands now, can you plot out what it can become.



An investigation of your potential sales will provide the information required to determine what your objectives should be. The potential business available to you is defined by a number of factors such as population composition and changes, income levels, age distribution and distribution of population. The many variables that create your actual planning potential must be carefully analyzed and continuously reviewed.



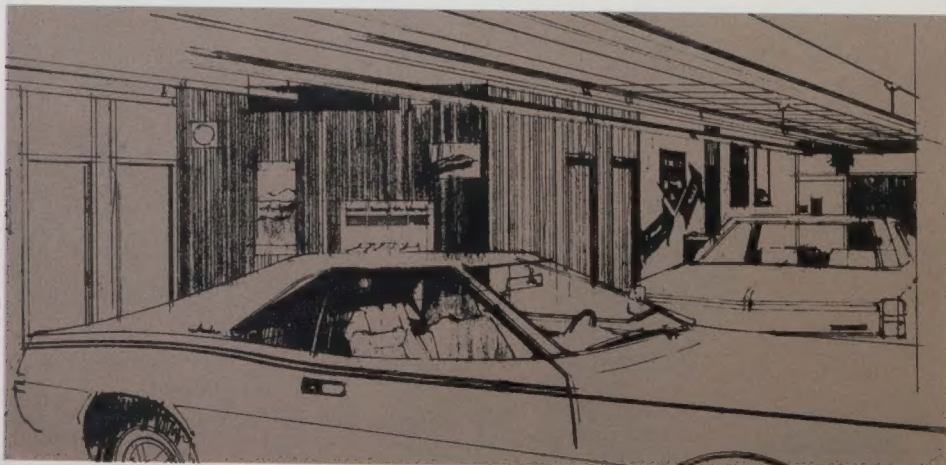
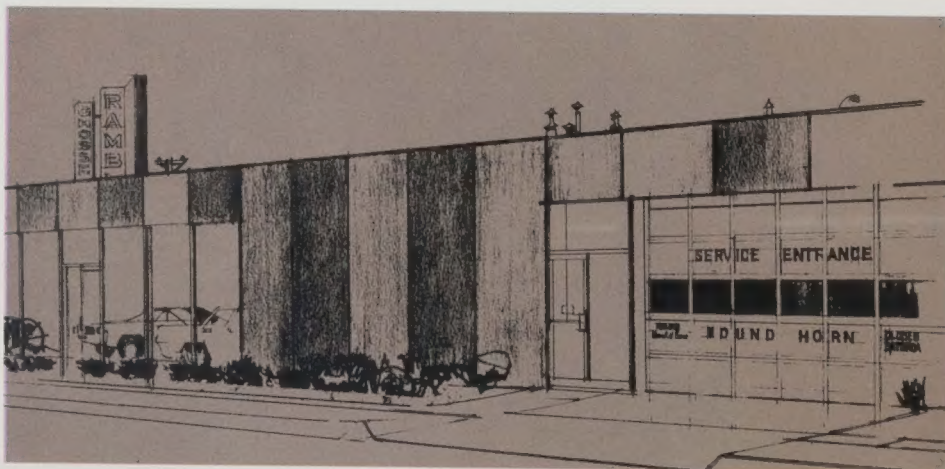
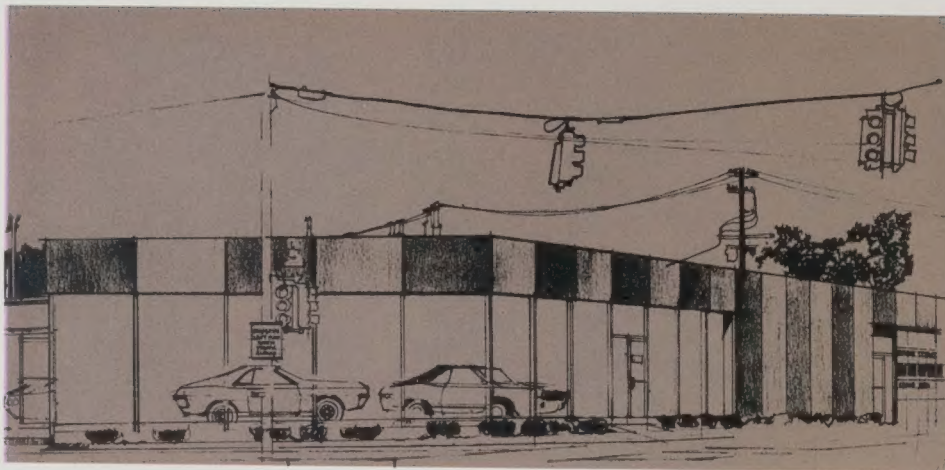
Research and investigation into what has been accomplished in Grosse Pointe will be of great assistance to you in determining the specific applicability of the Dealership Facility Identification program to your facility. The actual application of these various signs, standards, and design ideas will convince you that it can be done and that the transformation of your dealership can be a source of not only great pride, but increased profits.

## Grosse Pointe

In Grosse Pointe, Michigan, a suburb of Detroit, a new American Motors dealership facility was constructed in 1963. This facility was constructed according to then-current standards of automobile dealership facility design, but resulted in an undistinguished building and weak overall complex. The dealership was located on a trapezoidal site and had good exposure to the 'downtown' traffic. This site was not particularly different from that of the usual American Motors dealership.

The exterior design of the Grosse Pointe dealership prior to the application of the Dealership Facility Identification Program was architecturally undistinguished. This, combined with the use of the previous product identity symbols and obsolete sign design, resulted in a facility with a definite lack of character.

The overall design of the Grosse Pointe dealership was not coordinated and provided no relationship between the building, the signs, the site, and the product. The basic functional relationships are necessary, of course, but it is also necessary to provide a more sophisticated relationship between all of these factors.





Transformation of the Grosse Pointe dealership facility, through the application of the Dealership Facility Identification Program and the appropriate use of the signs and typography recommended by American Motors, is clearly apparent as shown in the sketch below. The bold and direct character of the facility, combined with the new signs and symbols, gives a freshness and simplicity entirely unique in automobile merchandising. This pleasing effect is a result of a comprehensive program embracing all the visual aspects of the dealership coordinated with the functional characteristics they must serve.

Using the 'A' mark symbol of American Motors as the motif, a family of signs has been developed to inform the buying public of the location and identity of this dealership. Designed in a contemporary fashion, using a bold yet understated typography, they convey a compelling image of directness and self-assertion. The simplicity of the 'A' mark itself provides for immediate recognition and has already been well received by the public.

The fascia treatment emphasizes the use of the 'A' mark and the dealer identification in a very direct and uncomplicated way. Combined with the subdued background of the building, the identification of this dealership is very effective.

The new American Motors pylon is an innovative yet simple device for successfully attracting the attention of the buying public. The vertical format alludes to American Motors upward and progressive direction.





## A Comprehensive Program

The success of the Grosse Pointe dealership is based upon the comprehensiveness of the new identification program. This program considered all elements, from painting to the furnishings of the closing office, with the result being a well coordinated facility to serve the purpose of selling cars.

## advertising

The American Motors 'A' mark provides the dealer with a share in a nation-wide advertising program. The enthusiastic reception of the 'A' mark provides an immediate means of recognition of the dealership as an American Motors outlet. The contemporary design and flexibility of use of the 'A' mark provides a great merchandising service to the dealer.

## graphics

The new graphics developed for American Motors dealerships are dramatically different from those used in previous facilities. The total visual character recommended for all dealership facilities has been carefully designed for all required applications including dealer identification, service identification and used car identification. The recommended application of the specified signs multiplies the visual impact of your dealership.

## showroom

The design of the showroom places great emphasis on the creation of an environment which induces a quality of warmth and receptivity. The customer is received in an area designed not only for the advantageous display of automobiles, but also for the immediate involvement of the customer and the car. The total concept is directed at creating an environment for the effective selling of automobiles. Thus, in the design of showroom and offices and in the use of lighting, carpeting and wall treatment, the basic intent is to neutralize the background so that the visual excitement of the cars themselves is shown to maximum advantage.

## color & lighting

American Motors has developed a dramatic scheme of color and lighting, as demonstrated in the Grosse Pointe dealership facility, that provides a unique atmosphere for the display of automobiles. The color system is monochromatic, utilizing black, whites and grays that establishes a handsome, yet subdued, background for the display of American Motors cars. The use of the low wattage incandescent stage lights accompanied by spotlights creates a mood of illumination which draws attention to the design features of the new cars.

## parts

The parts facilities should be easily accessible to the customer waiting area and should have a display of parts and accessories directed toward the service customer to take advantage of impulse buying. The accessories display in particular should include items such as exterior mirrors that may appeal directly to the customer's need and impulse.

## service

The service area, in appearance as well as function, has been carefully considered. The reception of service customers is done with a sense of ease and attention on the part of the service men to the customer. A central feature of the Service Write-Up area is the new modular Write-Up desk finished with a simulated metallic surface to reflect surrounding graphics. The customer waiting area, or lounge, is ready at hand, pleasant and comfortable with sufficient diversionary material such as television or magazines to make the customer's stay a comfortable one.

## used cars

The used car operation is an extremely important function of any dealership. At Grosse Pointe, the used car operation was carefully considered and related to the signs and graphics of the overall design concept. Similarly, the lighting used on the used car lot is an important consideration to the comprehensive design scheme. In summary the advantage of the comprehensive approach to the dealership facility design is made clear by the success of the application at the Grosse Pointe dealership facility. The experience gained in the study is available to dealers of all sizes around the country.





## Existing Dealership Facilities

The modernization of American Motors dealership facilities is the major objective of the Dealership Facility Identification Program. Since the American Motors dealers currently located in obsolete facilities present the major challenge to this program, the selection is devoted to the application of the principles and specific standards of the program to existing dealerships.



## **Guide Lines**

Existing Dealerships are found in a wide variety of physical accommodations, but they all have a common set of components. A program of revitalization must consider each of these components within the context of the total facility and a comprehensive design concept. The strength of the Dealership Facility Identification program is that it provides an overall concept along with specific solutions for each component.

### **Site**

### **Appearance and Signage**

### **Showroom**

### **Offices**

### **Service**

### **Parts and Accessories**

### **Used Cars**



## Site

### location



Many factors go towards determining the locational advantage of a dealership site. The most important of these are a sufficient traffic volume, proper traffic direction, closeness to retail centers, proximity to other automobile dealers, a corner site location or adequate frontage, sufficient room for expansion and good soil conditions. You should review your location in light of these factors to determine any abstracts to your growth.

### size and shape



The size and shape of your parcel should be reviewed with a critical eye to determine what possible improvements can be made. Irregular sites present many problems in circulation and building location. A regular shape allows the maximum utilization of the site and optimum building and showroom location. You should investigate the possibility of adjusting your site in accordance with these guidelines.

### surrounding uses



Surrounding uses should be compatible and complementary to your dealership. You should keep informed of any business or activity which may be detrimental to your dealership. The presence of competitive dealerships in your area will increase the flow of prospective customers through your own dealership. Adjacent retail trade is a source of prospective buyers, therefore, you should encourage the development of other automobile agencies and retail business in your area.

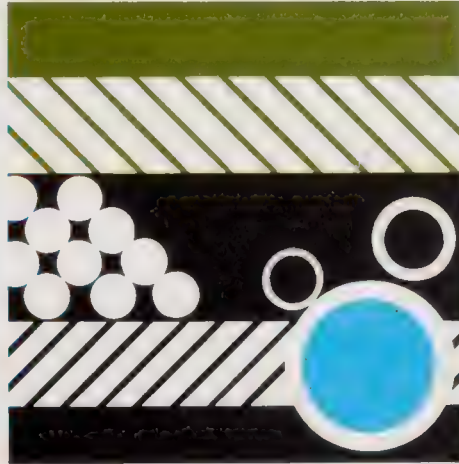
Building codes and land use controls, such as set backs, easements, and zoning restrictions are intended for the protection of the public. While they are generally understood as imposing limitations on the property they should be investigated to see what they allow as well as what they prohibit.

### **zoning**



Underground conditions are very important to the long range success of the dealership with respect to avoiding excessive repair and maintenance cost in the future. Underground utilities should be investigated for their adequacy and non-interference with proposed expansion. Likewise, the soil conditions should be understood so that they will present no impediment to future development. The placing of all utility lines underground not only protects them from weather conditions but presents a much more pleasing environment with the absence of overhead wires and poles.

### **underground conditions**



Your dealership can suffer severely from interferences of such elements as light poles, billboards, and overhead utility wires. You should investigate ways of correcting these problems by contacting the responsible local authorities.

### **physical obstructions**



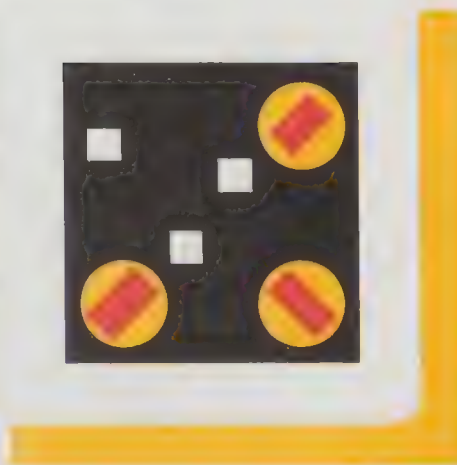
## Appearance and Signage

exterior appearance



Potential customers judge your dealership by its exterior appearance. Therefore, the visual character of your facility should be very carefully controlled. Whatever the architectural character of the building may be, it is best to respect the basic integrity of the design. The strength of the Dealership Facility Identification Program is that it is sufficiently flexible to be applied to various architectural styles. Painting, following the recommended paint schedule found in the Reference Section of this manual, and the new dealership signage may provide adequate treatment to the exterior of your facility.

showroom location



Your showroom should have maximum exposure to passing vehicular traffic. Therefore, if you are planning any enlargements or modifications, improved visibility should be a major consideration. A slight elevation of the showroom floor will help to display vehicles to a much greater advantage. Functional relationships for both customers and personnel must be closely examined when major changes are made to improve appearance.

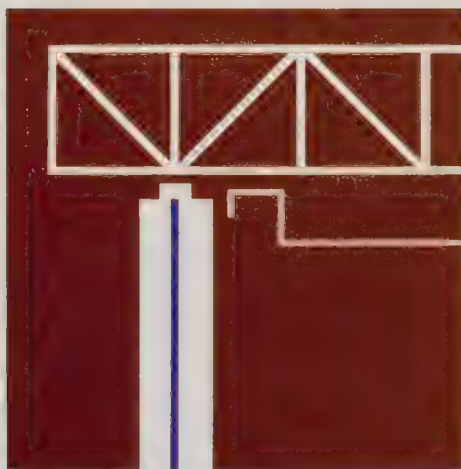
signs



American Motors has developed a standard dealership signage program as a part of its total Corporate Identity Program. You are strongly encouraged to participate in this program in conjunction with the modernization of your dealership facility. It should be noted that the installation of these new signs will not in itself complete the desired aesthetic concept. Conversely, interior improvements, although extremely important to all facilities, must be supplemented by the new signs to achieve the new "total look" of American Motors dealerships.



### materials and construction



The careful selection of building materials and their proper application is a necessity. Use of cheap materials, while it may provide an initial benefit in terms of lower costs, will frequently result in higher maintenance costs. Similarly, the inappropriate use of materials tends to compromise the appearance of your building. You should follow the professional advice of your architect regarding materials and construction practices.

### lighting



Exterior lighting provides you with an opportunity to advertise your dealership throughout the evening hours, even when it is not open. As a part of this program, the lighting has been carefully designed to provide the maximum effect both on the car display lot and in the showroom. Portions of the showroom lighting can be used very effectively as night lighting, providing a handsome display of automobiles. Of course, when the showroom is open, the lighting system is doubly effective in enhancing the appearance of the new cars. Exterior lighting should not intrude upon surrounding residential areas thereby creating a bad public relations problem. Recommended lighting systems and levels of illumination are given in the Reference Section of this manual.

## Showroom

### entrance



The entrance area should be well identified and should be directly available from both street and the major parking areas. The entrance should also offer protection from the weather for people stepping from the showroom. Remember that a new car entrance can be combined with a pedestrian entrance.

Your showroom is the heart of your dealership operations. It is the point of primary contact with potential customers and the place of closing the sale. The character of the showroom reinforces these primary purposes by providing a sense of warmth and customer involvement through the use of coordinated colors, fine furnishings, carpeting and a lighting system that creates a sense of intimacy.

### primary contact



The necessity of adequate display space for automobiles is self-evident. It is equally important that these automobiles be displayed at their best advantage. This requires that your display automobiles, particularly your feature models or volume leaders, have sufficient space around to allow convenient customer inspection and to enable salesmen to demonstrate all features. An area of 360 square feet is the minimum requirement for the adequate display of an automobile.

### display



The proper lighting of your showroom and cars is essential for successful sales. The lighting system proposed for your dealership is a major innovation in showroom illumination and a radical departure from previous methods. 'Stage lighting' is employed to produce the kind of illuminative effects that not only highlight the products, but also emphasize the clean lines of their distinctive styling. The total atmosphere of the showroom is transformed into an intimate, warm, highly personal space in which a prospective customer may investigate the automobiles at leisure.

#### **stage lighting**



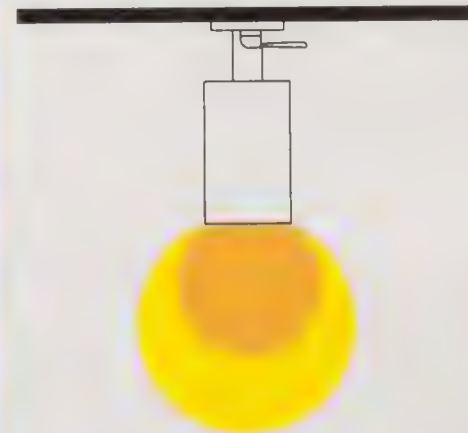
Spotlights are one of the two important components of the showroom lighting. Wide-beam spotlights are used for general product illumination and narrow-beam spotlights are used to accentuate highlights. The narrow-beam lights should be used sparingly because of the limited illumination they offer. The combination of the two types of spotlights played against the subdued background, highlight the cars like an actor on center stage.

#### **spotlights**



The other major component of this lighting system is clear glass, low wattage bulbs, which are placed on an electrical light track. The track is a three-wire electrical source in 8-foot modules which allows the bulbs to be moved, arranged, and spaced for maximum effect and to be placed on circuits separate from the high-lighting spotlights. The ceiling is painted black to emphasize the stage lighting effect, and to give a uniform appearance to the various types of ceilings found throughout the dealership network.

#### **light track**



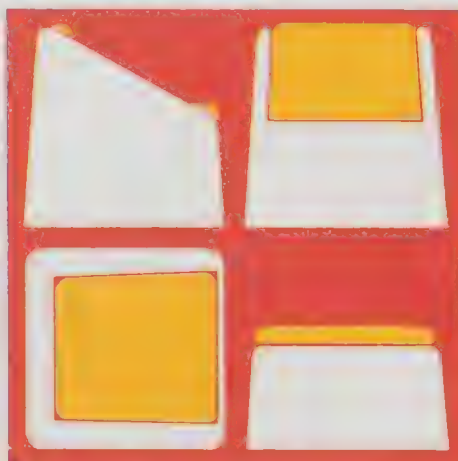
The use of carpeting in the showroom is an innovation that provides a distinct character to your showroom. Dark carpeting provides a neutral background for the display of cars. The quietness provided by the carpet reinforces the idea of the showroom as a completely different type of environment. The dark carpeting together with the black ceiling and the subdued color of the walls, provides a very neutral environment in which the highly colorful automobiles are displayed to their best advantage. The type of carpeting recommended for use in your dealership is identified in the Reference Section at the end of this manual.

### carpeting



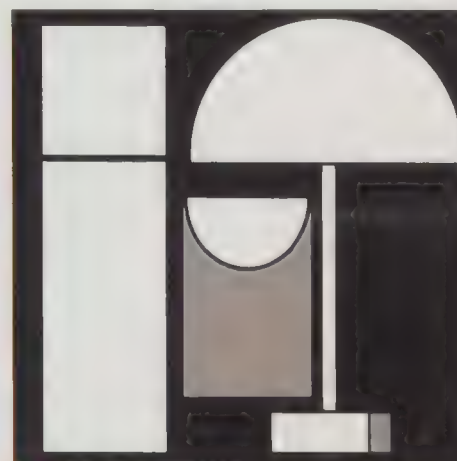
Furniture requirements for the showroom are minimal and highly specialized and should not interfere with the display and inspection of the cars. The furniture is used primarily in the customer lounge area, which should be separated from the display area. The recommended chairs are functional and inviting, simple in shape and made of molded plastic for ease of maintenance. A complete list of recommended furniture is found in the Reference Section of this manual.

### furniture



The use of well-designed accessories provide the highlights for the interior decor of the showroom, offices and lounge. A group of accessories has been selected for their good design and are recommended for your use. Accessories include such items as table lamps, ashtrays, planters and other similar elements. The list of accessories is given in the Reference Section at the end of this manual.

### accessories





A new concept in closing offices has been developed for the new American Motors Dealership showrooms which is a major component of the overall design concept. A metallic outer surface reflects the color and shape of the cars and enhances the closing office itself.

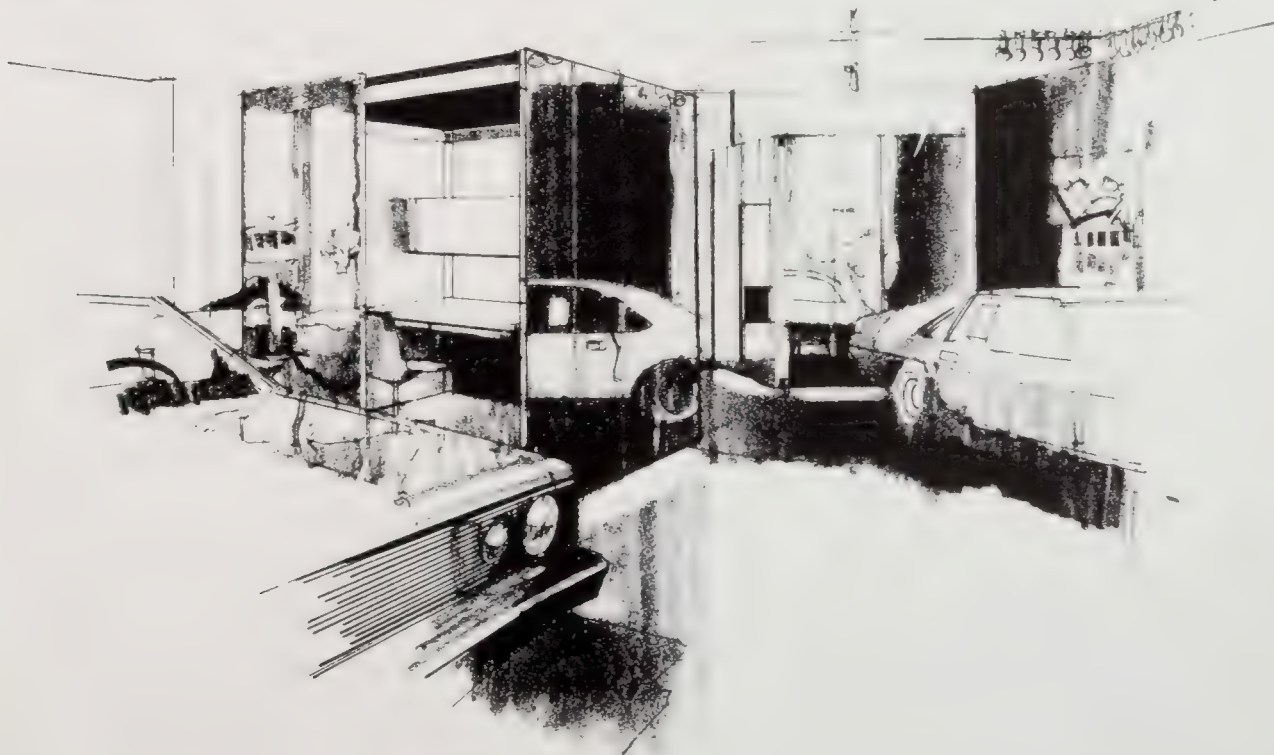
The closing office is portable and can be located for maximum advantage and effect in the showroom. It is 6'8" square and 7'4" high, with the floor 7" above the floor of the showroom. Four different colors of carpeting are available. The interior walls are covered with a dark vinyl and there is a 1" full length vertical space in the center of each side.

#### **closing offices**

An optional louvered grid ceiling provides a sense of privacy while not cutting the customer completely off from his surroundings. A wall-mounted work surface with required storage area is provided for writing orders. The closing offices are pre-wired and may be constructed with or without the interior perimeter soffit lighting. Perimeter lighting at the base creates an illusion of a floating cube.

In certain applications, the sales manager's office is designed in the same character as the closing office with the reflective exterior surfaces. However, reflective one-way glass is used in certain panels to enable the sales manager to view the showroom and provide proper supervision. The sales manager's office is larger than the closing office and is also elevated one step above the floor in order to provide a sense of distinct environment. It has a solid ceiling for additional privacy, but uses the same color scheme as the closing office. A floor desk is used instead of a wall-mounted work surface.

#### **sales manager's office**



## Offices



### general office

The general office should be located in a central position to allow access from the showroom, office area, parts department, and service department. It should provide a pleasant environment for the business personnel. The size of the general office will vary according to the size of the facility and the number of people who will occupy it. A guide to the required size is to provide 75 sq. ft. for the first person to occupy the general office space and 50 sq. ft. for each additional person. The furniture and furnishings to be provided in the general office area should be consistent with the furniture design character for the dealership facility in general. A list of the recommended furniture for the general office is found in the Reference Section.

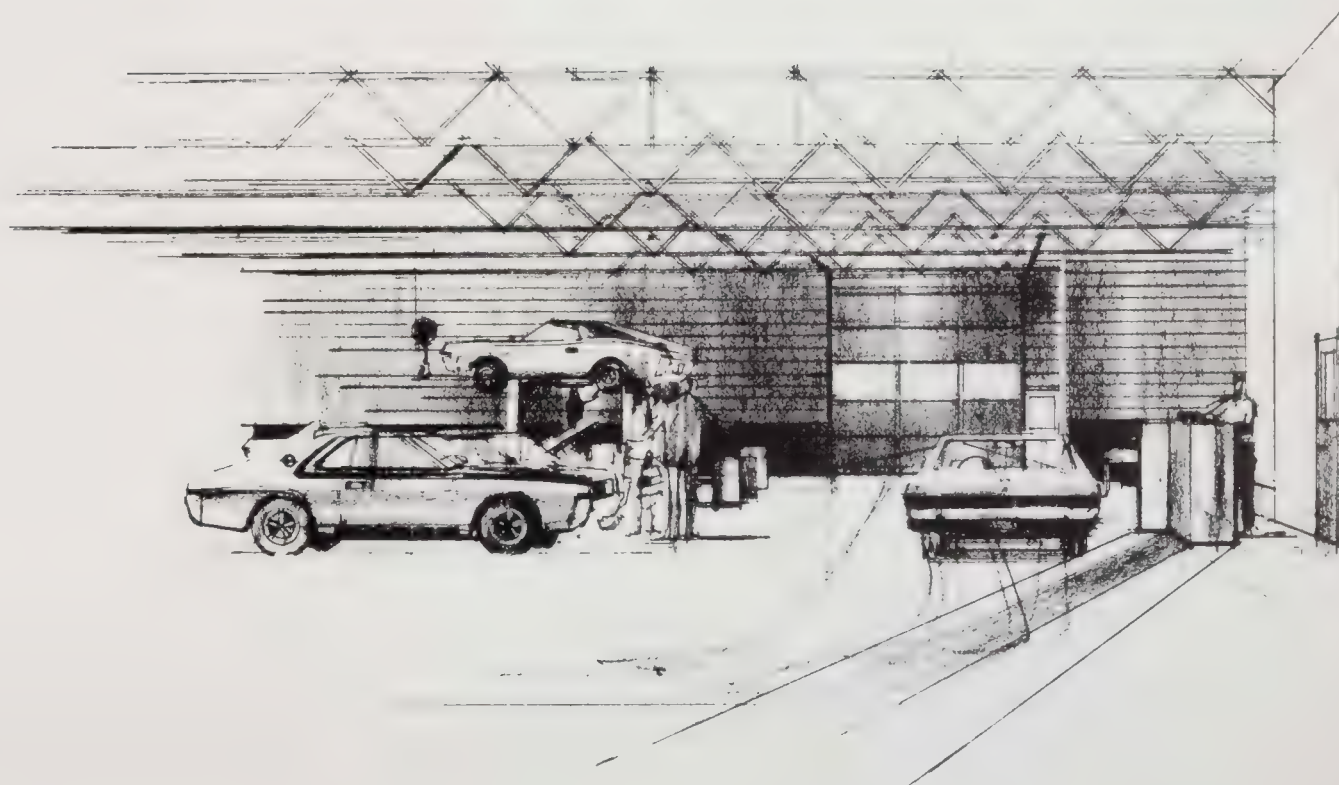


### private offices

Private offices are required for the dealership owner and in some instances a separate office is needed for a general manager. The dealer's office should be approximately 150 sq. ft. in area. The general manager's office should be approximately 120 sq. ft. in area. The offices should be located in areas providing a degree of privacy, yet convenient to all the various functions of the dealership. The private offices should be in harmony with the total interior design of the facility and also transmit the idea of being a personal office.

## Service

Service is the backbone of your dealership. It provides not only new car preparation and servicing of automobiles sold through your dealership, but also the follow-up service so necessary for the retention of repeat customers. The customer measures service only in performance and quality. Since a customer should not be encouraged to enter the service area and, therefore, cannot see what is being done on his car, it is extremely important that the mechanical service provided for him be of the highest quality. It is also necessary to provide the service customer with adequate waiting space while his car is being serviced. Your service facilities need the proper balance of space, equipment and personnel to provide the optimum results.





access



Access to the service entrance from the surrounding traffic arteries must receive careful attention to insure that it is highly visible, amenable to good circulation, and provides room for ample car storage off the roadway. It is not sufficient that the service entrance door itself be highly visible and highly identified. The access to the service entrance should not interfere with any other traffic.

write-up area



The write-up area is the point of initial contact with the service customer and therefore, should be convenient, pleasant and functional. It should provide enough space to enable several cars to be waiting at one time to be written up. In the write-up area, there should be a clear indication of intended traffic movement to prevent any confusion on the part of the customer. A new write-up desk has been designed for this function. Its highly polished metallic surfaces reflect the wall and floor colors and focus the customer's attention on the desk. The Reference Section contains detailed information on the write-up desk.

### customer lounge



An area should be provided within or adjacent to the showroom area to encourage the service customer to become familiar with new car models and afford the customer pleasant surroundings to reduce the apparent time and consequent irritation that may develop during the time his car is being serviced. Comfortable chairs, with reading material and perhaps, a television will provide a pleasant environment. American Motors has recommendations for furniture which will insure appropriate character, durability and cleanliness. This information is found in the Reference Section at the end of this manual.

The optimum utilization of space in the service area is the prerequisite for successful operations. In existing facilities, a wide variation of building configurations and service departments will be found, making it difficult to propose a specific solution. The guidelines and directives given in this manual will assist you in the maximum utilization of space in your service department.

### service stalls

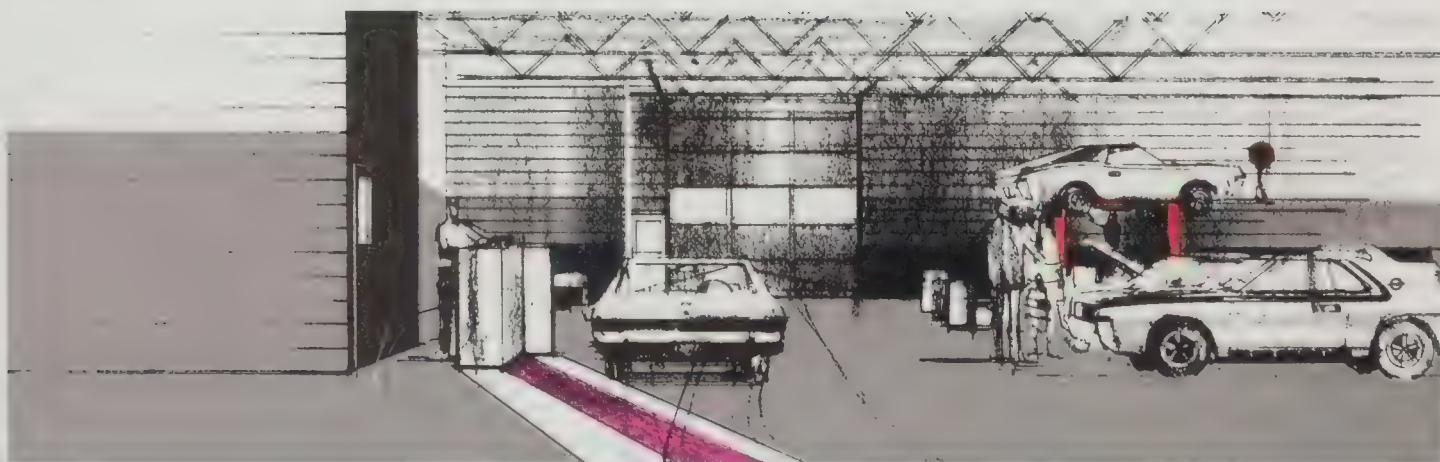


The traffic pattern should provide maximum space for work stalls. A 22 ft. aisle should be provided to all work stalls for easy movement of vehicles. The stall should be 11 ft. wide and 24 ft. long, and the door into the service area should be 14 ft. wide and 14 ft. high to allow a truck to enter without difficulty. Page 4/03 of this manual shows the relationship of the various stall functions in an optimum condition.

color and light

lifts

front-end



The application of proper colors in the service area is no less important than any other part of the facility. Even though it is not a public area, color and light should be a major consideration in the service area because of the positive effect they have on worker productivity and morale, and because of the sense of orderliness and cleanliness that it can induce in the service department personnel. Gray paint is used for the wainscot with white paint used above for its reflective value. The Dealership Facility Identification Program includes a recommendation on paint colors to be applied throughout the facility. This information is found in the Reference Section at the end of this manual.

The proper types of lifts in your service area are very important for a successful operation. Investigate your lifts to make sure they are doing the job they are intended to do in providing the service that is necessary. Use twin-post lifts for oil changes and lubrications and movable piston lifts for under-car repairs. Scissor lifts or four-post lifts may be used if the floor cannot be penetrated. Provide proper door clearances both over and in back of lift areas so that there will be no interference with the car when it is on the lift. Be sure that the lift location is not using more space than it actually needs.

Front-end equipment is a valuable component of your service operations and, if located where customers will see it, provides an important merchandising device. Floor-mounted equipment can be placed in regular stalls and can be relocated if necessary. Pit type equipment requires more space, but is more convenient and more efficient for the mechanic, thus providing greater profit potential. Your particular service volume will determine the type most suitable for you.



### body shop



The body shop can be a very important element of your service operation. However, if it is not properly located and supervised, it can be detrimental to the overall service operation. This is particularly true in existing facilities where the body shop is located within the service area. The unavoidable noise and dust generated by body repairs should be isolated as much as possible. The minimum work force suggested for a body shop operation is a five man crew: including a metal repair specialist, a paint specialist, and three general repairmen. There should be enough stalls to enable the body shop crew to be continuously productive.

### personnel facilities



Facilities for the service personnel should be provided adjacent to the department and should include toilet facilities with adequate wash up areas, lockers for the storage of street clothes, and tables and chairs at which they may eat. Shower facilities are seldom used when provided, however, portable shower units are available if required. Separate facilities such as these will be appreciated by the employee and will leave the other toilet facilities for the use of the customer.

Checklist

The following checklist contains the major components of a successful service department operation. This checklist should be analyzed in detail to assure maximum utilization of your present service department area.

### **write-up lanes and desks**

Clear and direct access to the write-up area is essential to the successful operation of the service department. American Motors has placed particular stress on this in the development of its new Dealership Facility Identification Program.

The write-up desk should be located at the driver's left for his convenience. The area should be able to store several cars within the building.

### **customer lounge**

The customer lounge should be located to conveniently offer the customer a pleasant environment for waiting while his car is being repaired. Ideally, it is located between the showroom area and the service department, thus encouraging the customer to inspect new cars while he is waiting.

### **service manager's office**

The service manager's office should be provided in such a way that it gives adequate supervision and easy access to the entire service area. If possible, it should be located close to the write-up desk. Adequate working area and file space are essential.

### **new car preparation**

New car preparation should be kept distinct and separate from service area and service customers. New cars must be washed, mechanically checked and put in top condition for delivery to the customers. If necessary, the new car preparation can be carried on at a remote location.

### **minor repairs**

The minor repair service includes engine tune-up and electrical check-outs, and provides a service with a very high merchandising and public relations value. Stalls for this service should be located near the write-up lanes for both high visibility and quick service.

### **express repair service**

The principal advantage of this service is the customer satisfaction and consequent profit that it produces. Of course, this kind of service has to be carefully controlled to insure that it does not require more space than is necessary and profitable. Space for this service should be provided near the write-up area for quick, efficient operation.

### **major repair service**

Major repair stalls should be located away from the customer write-up area so that this operation is not visible to the customer and noise and congestion is kept to a minimum. Since major repair stalls get less daily traffic than others, they should not use the most convenient stalls. The tool rooms should be conveniently located with respect to these stalls.

### **body and paint area**

If properly controlled, the body and paint service can be a highly profitable operation. It requires highly competent personnel for both estimating repairs and making repairs. It is preferably located in a separate building because of the generation of dirt, odor and noise. If this is impossible, the body and paint area should be completely isolated from the other stalls by full height walls.

### **truck service**

Ordinarily, truck service requires special facilities and accommodations. Because of your particular situation you may have a potential for a high volume of truck service. If so, your facilities should be specifically designed to meet this demand.

### **lubrication**

Lubrication service is an important part of the overall service volume even though improved automotive design has reduced the need for this service. This service should be continuously merchandised as a part of a protective maintenance service. If a permanent lubrication installation is not warranted, portable lubrication equipment can be effectively utilized.

### **front-end service**

Depending upon your volume of service business, you may require either a portable or permanent front-end service installation. Standard floor-mounted equipment requires less space than pit-type equipment, but is less efficient. Furthermore, if you do a large volume of brake repair service and body work, you may wish to install combination alignment and frame-straightening equipment.

### **tool shop**

Proper tools are essential for the performance of certain mechanical tasks and should be stored in a tool room when not being used. Proper check-out and return procedures are necessary to insure their retention.

### **used car reconditioning**

The reconditioning of used cars is best carried on near the wash rack and body shop area. If your present facility is overcrowded this operation can successfully be run from a remote location. If a new used car office is planned, consider incorporating reconditioning stalls as a part of the new used car office building. Care must always be taken, however, to remove this function from visual contact with the public to assure a feeling of quality in the mind of the customer.



Parts and Accessories

The parts department in a dealership is an important source of revenue, especially when considered in light of the total area devoted to this function. However, the full profit

potential can only be realized if the parts and accessories department is properly located to provide maximum service and has sufficient capacity, not only to serve present needs, but also to serve expanded needs over a long-term period. It is short-sighted not to have ample expansion capacity for the parts department. The accompanying table describes the dollar volume and space requirements necessary for the proper allocation of space for the parts department.

This table is based upon the dealership planning potential and six-year owner count and prescribes the inventory per square foot and the total square foot area required for various sized dealers.

FLOOR SPACE INVENTORY AND EQUIPMENT GUIDE

Planning Potential	6 year owner count	Inventory*			Floor Area in Square Feet	Inventory in dollars per square foot	Bins		
		small parts	bulk parts	total			small parts	bulk parts	total
50 or less	300	3,100	500	3,600	500	7.20	13	2	15
51-100	600	5,300	1,300	6,600	800	8.25	21	4	25
101-200	1,200	9,000	3,000	12,000	1,300	9.25	34	10	44
201-300	1,800	10,800	3,600	14,400	1,600	9.00	41	12	53
301-400	2,400	13,400	5,800	19,200	2,000	9.60	46	16	62
401-500	3,000	16,800	7,200	24,000	2,500	9.60	57	20	77
501-600	3,600	18,700	10,100	28,800	3,000	9.60	58	23	81
601-700	4,200	21,800	11,800	33,600	3,400	9.90	68	30	98
701-800	4,800	25,000	13,400	38,400	3,800	10.10	71	38	109
801-900	5,400	28,100	15,100	43,200	4,300	10.05	80	45	125
901-1,000	6,000	31,200	17,800	48,000	4,800	10.00	89	52	141

NOTE: Approximately 30% expansion allowed for in bins.  
\* Inventory at Dealer Cost.

location



The Parts Department must be directly accessible from the Service Department, its major customer, but it must also be accessible from the showroom area for retail sales to other customers. The Parts Department must be adjacent to the cashier to provide for convenient payment by the customer.

parts sales counter



If possible, separate counters to serve the Service Department and another to serve the retail customers should be provided in an arrangement which allows one salesman to serve both areas. This arrangement prevents a mechanic in soiled clothes from interfering with a customer in street clothes. A showcase at the customer counter is an excellent place to display accessories to the impulse buyer. The aisle between the counter and the bins should be a minimum of 5' wide.

parts office



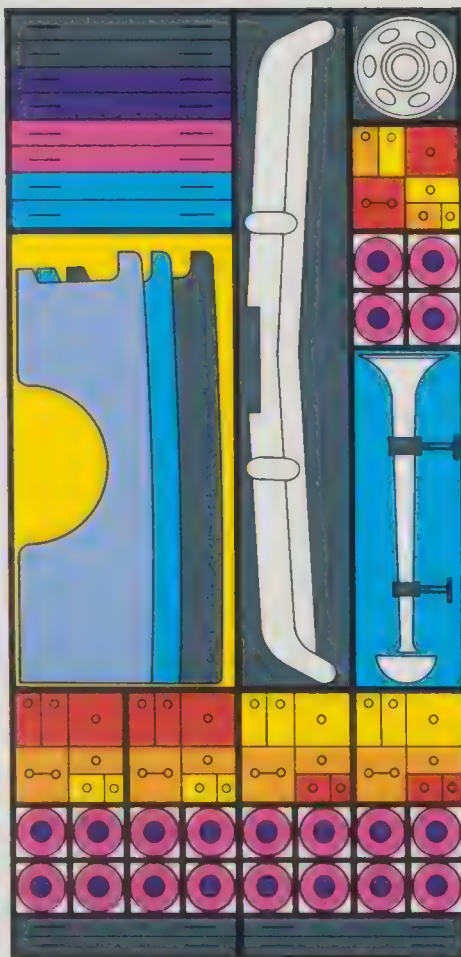
An office area should be provided for the parts manager with a desk, chair, and adequate file space to properly control the parts inventory. An area of about 40 square feet should be sufficient and it should be located near the parts counter if possible.

### accessory display

A parts and accessories display is an important part of your merchandising effort. A display of accessories at the cashier's window provides for impulse buying in addition to providing an attractive decor. Convenience, appearance, and safety items are most suitable for display because of their appeal and profitability.

### storage

Storage with a quick recall of items is essential to the successful operation of a parts department. Because the items in the parts departments range from nuts and bolts to fenders and bumpers, the storage problem demands strong organization to be efficient. Small parts should be conveniently located in storage areas which require the minimum amount of square foot area. Flexibility of storage space is extremely valuable because of changing inventory demands for different parts. The durability of the storage area is, of course, quite important because of the weight and abrasion involved in the storage of metal parts. Sheet metal storage may be required even though you may not be involved in a major body shop operation. It will be required for sales to trade-in customers and is an excellent means of expanding your parts business.



The transformation of your dealership into the new recommended format is not only possible, but highly desirable in order to develop and maintain the competitive margin so necessary in merchandising cars.

# 1

The initial steps in the transformation of a dealership consist of those activities which can be considered as receiving maintenance such as painting. The next time it is necessary for you to paint your facility, it should be done in accordance with the American Motors Dealership Paint Schedule, a copy of which is included in this manual.

# 2

The second appropriate step is to take advantage of the signs available in the Dealer Identification Program. This is a specific program which provides you with a group of signs of standardized design. The method of securing this program can be determined by consultation with your zone coordinator.

# 3

The third phase involves the interior remodeling of your facility in accordance with the principles, and techniques developed for all American Motors dealerships. This phase should include implementation of the stage lighting concept, painting according to the approved paint schedule, installation of the recommended carpeting, provision of the recommended furniture, and provision of the closing offices with reflective surfaces.

This third phase can, of course, be accomplished in accordance with the particular characteristics, and demands of your facility. Phasing the program provides a gradual transformation of your facility into the new program, while paralleling your capacity to finance these various improvements.

## estimated improvement costs

	500 Travel Rate	300 Travel Rate	200 Travel Rate
CARPETING	\$ 4,000	\$ 2,500	\$ 2,000
CLOSING OFFICES	4,000	2,000	1,000
LIGHTING SYSTEM	12,000	8,000	6,000
FURNITURE	4,000	2,500	1,500
PAINTING	4,000	3,000	2,000
TOTAL COST	\$28,000	\$18,000	\$12,500
COST PER YEAR OVER 10 YEARS	2,800	1,800	1,250
COST PER CAR	\$5.60	\$6.00	\$6.25





### used cars on site

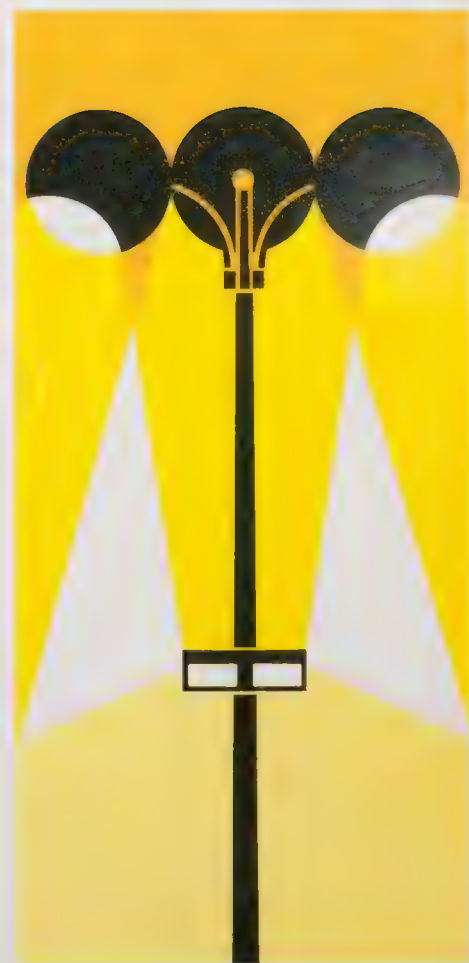
The on site location of used cars is determined, of course, by the particular site configuration. Corner lots are preferable because of the greater exposure they offer, particularly to a feature car at the corner. A mid-block location, however, is suitable and much more usual. In a mid-block lot, the feature car would be situated in the middle of the site in the most prominent position. Lighter colored cars should be located in the first row where the light is brightest to take advantage of their reflectivity. Darker cars should be intermixed with lighter colored cars in the back rows. If a separate used car office is necessary, it should be approximately 3 feet above ground level to allow salesmen to see prospective customers as they enter the lot. The office should be located near the center of the lot and should be highly identifiable, but neat and orderly and should include a customer waiting area, closing rooms, rest rooms, and storage area for items such as tires, battery-chargers and reconditioning materials. Customer parking should be provided in a convenient, yet strategic location, requiring the prospect to view several cars before parking, preferably near the used car office. The lot surface should be level, dust-free and provide for good drainage. Concrete pavement is, of course, the best surface material, but asphalt is generally used and is very acceptable. Hose bibbs should be provided throughout the lot for easy cleaning of used cars.

### signs

The purpose of signs is to draw attention to your product. The type and location of signs in a used car lot should reinforce your merchandising effort and must not interfere with the effective display of automobiles or their easy movement. The recommended sign and standard is illustrated at the right. This sign comes in different sizes for different applications, ranging from 4'0" x 5'6" to 7'5" x 10'0". 4'0" x 4'0" replacement faces are also available. The signs are internally illuminated and can be adapted to existing poles or used in conjunction with the new system of used car lot lighting.

### lighting

Lighting is the most important element of a used car operation because of the high number of visits and the number of sales made after dark. The pole and fixture combination selected for use in used car operations is a contemporary design. The poles are 28' high and are painted gray and are designed to be spaced 30' on centers in the front row and 50' to 60' on centers in second and third rows. The housing is a black fiberglass sphere relating in color to the black sign and the building fascia. Two fixtures should be mounted on each pole in the first row and three fixtures are mounted on the other poles. Quartz lights, used to highlight grill work and bumpers are mounted 12' high on the front poles. Technical information on this lighting system is found in the Reference Section.



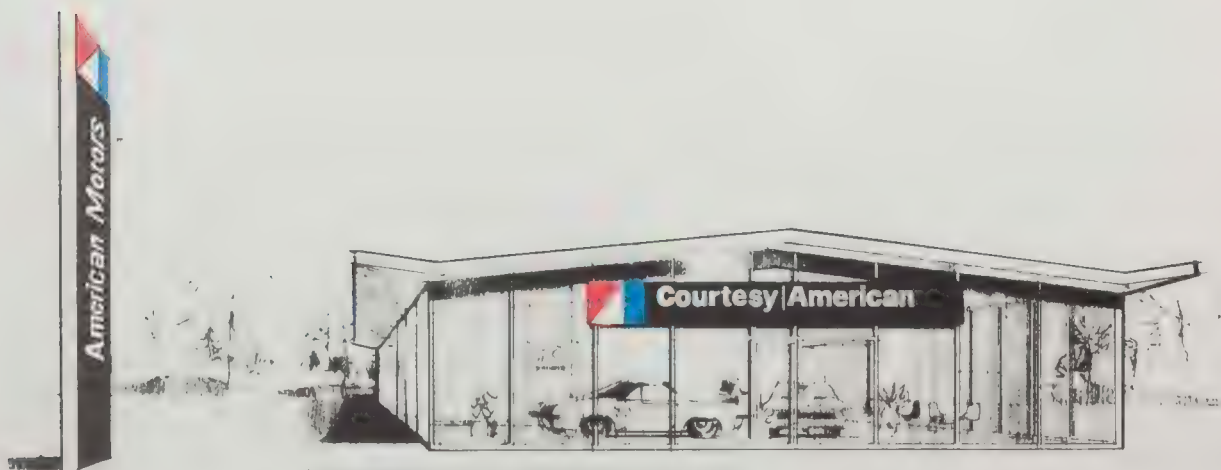
## Examples

American Motors dealerships are found in a wide variety of building types. However, the Dealership Facility Identification Program has been developed with this situation in mind. The various identification elements can be integrated with the architectural character of almost all buildings.

On the following pages are several examples of the proper applications of the Dealership Facility Identification Program to various representative building types.











## **New Dealership Facilities**

A new dealership means a major investment on your part as a dealer and a display of confidence on American Motors part in your abilities and salesmanship. To be effective, your abilities have to be supported by detailed knowledge of the specific requirements of dealership operations. This planning information, coupled with your valuable experience in automobile sales, will provide a firm foundation for your success in years to come.





## **Guideline**

Proper identification is a major consideration in the development of a new facility and should be considered at the very inception of the new project. The Dealership Facility Identification Program provides recommendations for complete signage, typography, color, lighting, furniture, carpeting and other visual elements which will give your facility a distinctive identity and character.

You are encouraged to obtain all the professional assistance required for the successful development of a particular location. You should obtain professional guidance from a lawyer for any legal aspects of your locational development, and from an architect for any planning and architectural considerations that may be of concern, such as zoning and building codes and construction cost estimates.

## **Location**

### **Site**

### **Showroom**

### **Offices**

### **Service**

### **Parts and Accessories**

### **Used Cars**

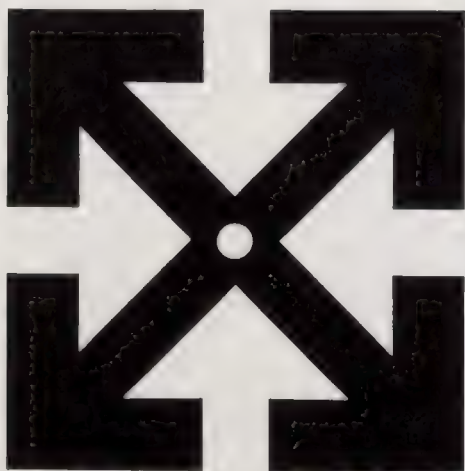
## A New Location

In developing a new dealership, your first decision will be to determine a new location. This is a most important consideration and cannot be overemphasized. A good location will not of itself insure a successful dealership. On the other hand, a poor location will make the success of a dealership practically impossible. American Motors provides market research and locational analysis services to prospective dealers. These services include an actual physical inspection of the proposed area and an analysis of market characteristics and considerations. These analyses are based upon information supplied by many professional organizations such as Chambers of Commerce and planning commissions. They indicate the market potential of the area, as well as the preferred general location of the facility.

When selecting a site, give careful consideration to these site requirements: Is there sufficient land to provide for future expansion? Can adjoining properties be purchased or leased if needed? Are the adjacent sites free from buildings and signs which will detract from the appearance of your dealership or obstruct its visibility? Is the site accessible from at least one major street? Is there public transportation available? Is the amount and direction of the traffic favorable? Is the speed of the traffic slow enough to allow your facility to be easily seen and easily entered? The answer to all of these questions should be yes to assure a good site location.



### market potential



The market potential of your proposed dealership is based on factors such as population, industrial employment, income level of the community, competition within the community, location and volume of retail trade, service trades, and particularly the increase in new car registrations.

### income level



The income level of your particular market area is of great significance to the success of your dealership. You should seek an area with an absolute rising income and an increase in per capita income. Such information will help you determine not only the kind of cars that can be sold in the area, but also the number of cars that can be expected to be sold. Furthermore, a younger population with a high marriage rate has greater potential than an older population.

### competition



Your sales opportunities will be considerably enhanced by the presence of other competitors in your general area, especially if you can determine an economic level that is not being properly served by the competitors. A combination of several dealers in one area will inevitably draw a larger number of prospects.



Planning potential is the basic foundation of the development of all formulas and equations concerned with dealership facilities. Information has been developed based on the planning potential for such categories as land required, size of facilities and the amount of space required for the major functions of a dealership facility. A table relating these various functions is shown below.

### showroom and office space guide

Sales Volume	Sales Volume	Sales Office		Sales Office		Showroom		Sales Office			Sales Office		Total Showroom & Office Space
		space @ 300 sq. ft.	space @ 300 sq. ft.	space @ 300 sq. ft.	space @ 250 sq. ft.	cars	space @ 360 sq. ft.	dealer	sales manager	uc manager	people	area sq	
50 or less	12,000	2,100	1,300	2,100	1,800	1	360	120	—	—	1	75	800
100	18,000	3,900	2,300	3,000	2,300	1	360	120	—	—	1	75	900
200	30,000	7,500	4,500	4,500	3,800	2	720	120	100	—	2	125	1,400
300	44,000	10,500	6,800	7,200	5,000	3	1080	120	100	—	2	125	1,900
400	60,000	14,100	9,000	9,900	7,000	3	1080	120	100	100	3	175	2,100
500	72,000	16,500	11,300	12,600	7,800	4	1440	120	100	100	3	175	2,500
600	83,000	19,500	13,500	14,400	9,300	4	1440	120	100	100	3	175	2,600
700	95,000	22,800	15,800	15,900	10,800	4	1440	120	100	100	4	225	2,700
800	107,000	24,000	18,000	18,600	12,800	5	1800	120	100	100	5	275	3,100
900	114,000	27,000	20,300	18,600	13,500	5	1800	120	100	100	5	275	3,100
1000	128,000	30,000	22,500	21,000	14,800	6	2160	120	100	100	5	275	3,600

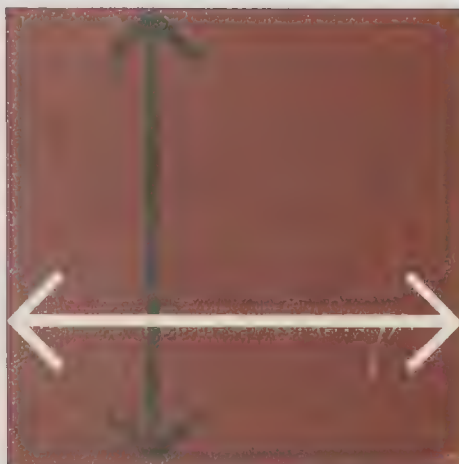
service department space guide for American Motors Dealers

Planning Potential	Customer Labor asc's @ 50% of 6-yr. owners	mechanics	New Car Labor preparation, warranty & free service	Used Car Labor one mech. per 300 p. p.	total mechanics	work stalls per mechanic	total	stall space @500	serv. mgr's office (sq. ft.)	total stall space (sq. ft.)
50 or less	150	1	1	1	3	1.7	5	2,500	—	2,500
100	300	2	1	1	4	1.7	7	3,500	—	3,500
200	600	4	1	1	6	1.5	9	4,500	100	4,600
300	900	6	2	1	9	1.5	14	7,000	100	7,100
400	1,200	8	3	2	13	1.5	20	10,000	100	10,100
500	1,500	10	4	2	16	1.5	24	12,000	100	12,100
600	1,800	12	4	2	18	1.5	27	13,500	100	13,600
700	2,100	14	5	3	22	1.4	31	15,500	100	15,600
800	2,400	16	6	3	25	1.4	35	17,500	100	17,600
900	2,700	18	6	3	27	1.3	35	17,500	100	17,600
1000	3,000	20	7	4	31	1.3	40	20,000	100	20,100

The 500 sq. ft. per work stall is designed to include space from the wall to the center

# Site

## size



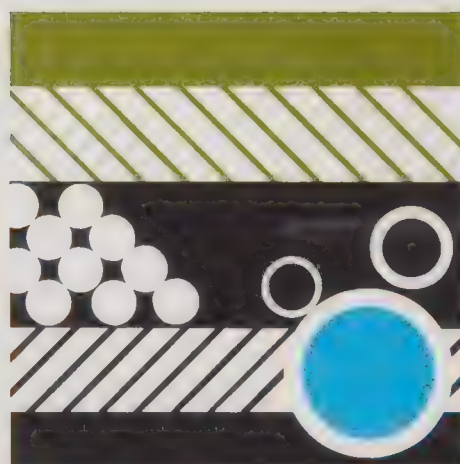
Having determined the general location for your dealership, the next major decision will be site selection. The selection is based on a combination of critical factors of which size is the most important. Size should be determined by projecting a long-range planning potential at least five years ahead to accommodate adequate facility expansion needs.

## shape



The shape of a new dealership site is of great importance, particularly with reference to the American Motors prototype facility plans included in this manual. In general, the more regular the shape (square or rectangular), the better it is because it will give greater flexibility to your immediate and future needs.

## underground



The condition of the site, particularly with regard to topographic and sub-soil conditions, should be carefully investigated. Be sure that adequate sub-soil conditions, not only for the immediate future, but for any long range expansion plans, are considered. Adequate soil bearing capacity, drainage and availability of utility services should be carefully studied and understood. Soil boring should be taken to insure proper conditions.

### expansion



The size of the facility to be located on the site will, of course, be determined by the overall analytical studies based upon planning potential, location and site. Generally, the facility itself should occupy approximately 25% of the site, but anticipated expansion needs may reduce this percentage. Your building must be located and designed so that it can be easily expanded as your sales volume increases.

### frontage



A characteristic of the site which is of major importance is the frontage, since it represents your exposure to passing vehicular traffic. Of the two frontage conditions, a corner location or a mid-block location, the first is generally considered better, but, of course, harder to obtain. The more common mid-block location will usually be found adequate. Proper location of the facility on the site is necessary, not only to insure good circulation for the site and for the facility, but also to provide the most advantageous exposure of the showroom to passing traffic. Generally, the showroom should be located as close to the front property line as zoning restrictions will allow.



# Showroom



The showroom is the focal point of your new facility and must receive careful consideration to insure its effectiveness. The number of cars to be displayed is based on your long-range planning potential. Ordinarily a showroom should be constructed large enough to accommodate the display of automobiles based upon a five year planning potential. The recommended space allocation of American Motors is 360 square feet per car.

### **carpeting**

The carpeting recommended for American Motors showrooms has been carefully selected to provide maximum durability and the proper background for the display of automobiles.

The nylon fiber has excellent durability, will not pill or fuzz, and is of a color unique to American Motors showrooms. The carpet is constructed with an anti-static wire to reduce the problem of static electricity. It has a primary backing of polypropylene that acts as a "water-barrier" and a secondary backing of jute to allow for proper adherence when cemented to the floor. The carpeting is manufactured in the 12 foot width to keep seams and waste to a minimum. A carpeting specification is included in the Reference Section of this manual.

### **painting**

The one overriding principle behind the total dealership design concept was to create for American Motors a selling atmosphere in which the products, and only the products, would be the feature attractions. The use of a monochromatic color scheme creates this neutral background for the display of automobiles, which allows the cars to provide the excitement and color for the showroom. The colors have been selected to complement the overall design of the facility by providing a relationship between the exterior and the interior. The paint schedule found in the Reference Section specifies the colors and finishes to be used in all applications.

### **furniture**

Furniture requirements for the showroom are minimal and highly specialized and should not interfere with the display and inspection of the cars. The furniture is used primarily in the customer lounge area, which should be separated from the display area. The recommended chairs are functional and inviting, simple in shape and made of molded plastic for ease of maintenance. A complete list of recommended furniture is found in the Reference Section of this manual.

### **lounge**

In terms of customer convenience, particularly with women drivers, a suitable waiting area is of paramount importance. Here the decor is functional but inviting. Chairs are modern, austere in shape, and made of moulded plastic. A special incandescent light fixture may be used to illuminate decorative modern graphics on the walls. The total effect is one of style, timeliness and relaxed, tasteful comfort.

### **lighting**

The dramatic lighting system developed for your showroom is one of the most innovative and distinctive characteristics of the whole Dealership Facility Identification Program and provides a character found in no competitor's showroom. Stage lighting, combining spotlighting for emphasis with a light track system for general lighting, is used to provide this new illumination. This light source emphasizes the styling by highlighting the products. It is important that these lighting elements be used in the recommended application to achieve maximum results. Specifications on this lighting system are found in the Reference Section.

## Offices

**closing office**



The closing offices are especially designed movable cubicles, tailored for both men and women customers, to be used when finalizing the transaction. The units are covered on the outside with a special metallic finish that supplies added product emphasis by reflecting the images of the new cars that are strategically positioned nearby. Colorful carpeting is used inside the closing rooms where it will not compete with the products. The decor, while comfortable and business-like, is also stylish and makes a positive fashion statement particularly appealing to women. A more detailed description of these portable closing offices is in the Reference Section of this manual.

**general office**



Since the general office is the nucleus of all business activities, it must be located convenient to all the dealership functions. The size of the general office should be based on 75 sq. ft. for the first person to occupy the area and 50 sq. ft. for each additional person. Adequate filing space, electrical provisions for reproduction equipment and telephone and inter-communication facilities must all be provided. When the cashier and bookkeeper are located within the general office, the cashier's desk should be so placed that the cashier's window adjoins the parts counter. A vault or storage room adjacent to the general office for the storage of office supplies and current records is an important consideration for this area.

**private offices**



Departmental offices should be grouped adjacent to the general office if possible, for better utilization of space, personnel and equipment. These offices should be well-lighted and tastefully furnished as recommended in the Reference Section of this manual. The dealer's office should be accessible to the customers of the dealership. This office may vary in size from 10 x 12 feet to 14 x 20 feet. For maximum utility, it may have a private entrance, provide access to the sales manager's office and general office area, and be adjacent to a conference room.

## Service

The American Motors prototype dealership provides a layout for the service department that produces the maximum utilization of space with an excellent circulation system for both service customers and service employees. The layout shown on page 4/03 indicates the various service functions in a well designed service area. Good service is the basis for customer satisfaction, which in turn results in profit to the dealership.

The access to the service area is a major element in the basic scheme of the dealership. This access 'channel' is the element around which the showroom, parts department and service area function. It is essential that this 'channel' be treated as a distinct environment, thus creating a strong sense of confidence in the minds of the service customers.

The service stall arrangement in the prototype facility is a unique approach to the utilization of space. Service stalls are arranged around both the central corridor and the periphery of the building where they are accessible through individual service doors. This service area provides the greatest number of stalls per gross area. The optimum utilization of total service area is the secret of a successful service operation.

service stalls





## Parts and Accessories

A new dealership provides the opportunity for the allocation of adequate space for all major functions of the dealership. The space allocated the Parts Department in a new dealership can be the opportunity for great profits. The Parts Department produces the greatest revenue per square foot of any

function in a dealership, therefore, it requires careful planning of location, storage and distribution to receive maximum advantage of its potential profit. The Parts Department must be able to serve both the Service Department, its major customer, and retail trade to customers. It should also take advantage of the possible wholesale trade with surrounding service stations and body shops. The essential element in its success

is adequate space. The table below shows the relation between planning potential, parts area and dollar volume. The prototype building plan on page 4/03 shows the optimum relationship of the Parts Department to the general office, cashiers, service area and receiving area.

### FLOOR SPACE INVENTORY AND EQUIPMENT GUIDE

Planning Potential	6 year owner count	Inventory*			Floor Area in Square Feet	Inventory in dollars per square feet	Bins		
		small parts	bulk parts	total			small parts	bulk parts	total
50 or less	300	\$3,100	\$500	\$3,600	500	\$7.20	13	2	15
51-100	600	5,300	1,300	6,600	800	8.25	21	4	25
101-200	1,200	9,000	3,000	12,000	1,300	9.25	34	10	44
201-300	1,800	10,800	3,600	14,400	1,600	9.00	41	12	53
301-400	2,400	13,400	5,800	19,200	2,000	9.60	46	16	62
401-500	3,000	16,800	7,200	24,000	2,500	9.60	57	20	77
501-600	3,600	18,700	10,100	28,800	3,000	9.60	58	23	81
601-700	4,200	21,800	11,800	33,600	3,400	9.90	68	30	98
701-800	4,800	25,000	13,400	38,400	3,800	10.10	71	38	109
801-900	5,400	28,100	15,100	43,200	4,300	10.05	80	45	125
901-1,000	6,000	31,200	17,800	48,000	4,800	10.00	89	52	141

NOTE: Approximately 30% expansion allowed for in bins.

\* Inventory at Dealer Cost.

## Used Cars

A new dealership facility provides an opportunity to improve the merchandising of used cars. Since exposure to passing vehicular traffic is the main asset of the used car lot, as much space as possible (especially across the property frontage) should be allocated to this operation. The formula given on page 2/21 outlines the necessary steps in determining the proper used car lot size for any dealership. The various relationships indicated in this formula must be carefully analyzed to assure that sufficient space is allocated to this important function of used car sales.

The lot lighting system recommended to be used on new facilities combines excellent illumination with contemporary design. The fixtures are housed in a black fiberglass sphere, to coordinate with the color of the used car signs. The unique shape of the fixture allows maximum utilization of light in all directions, yet by using a special refraction lens it provides complete control of the light to the desired areas of the used car lot. These fixtures are mounted atop 28 foot high poles with quartz fixtures located 12 feet high on the poles to highlight bumpers and grille work. The poles should be spaced 30 foot apart in the front row and 60 foot to 70 foot apart in the rear rows.



Prototype





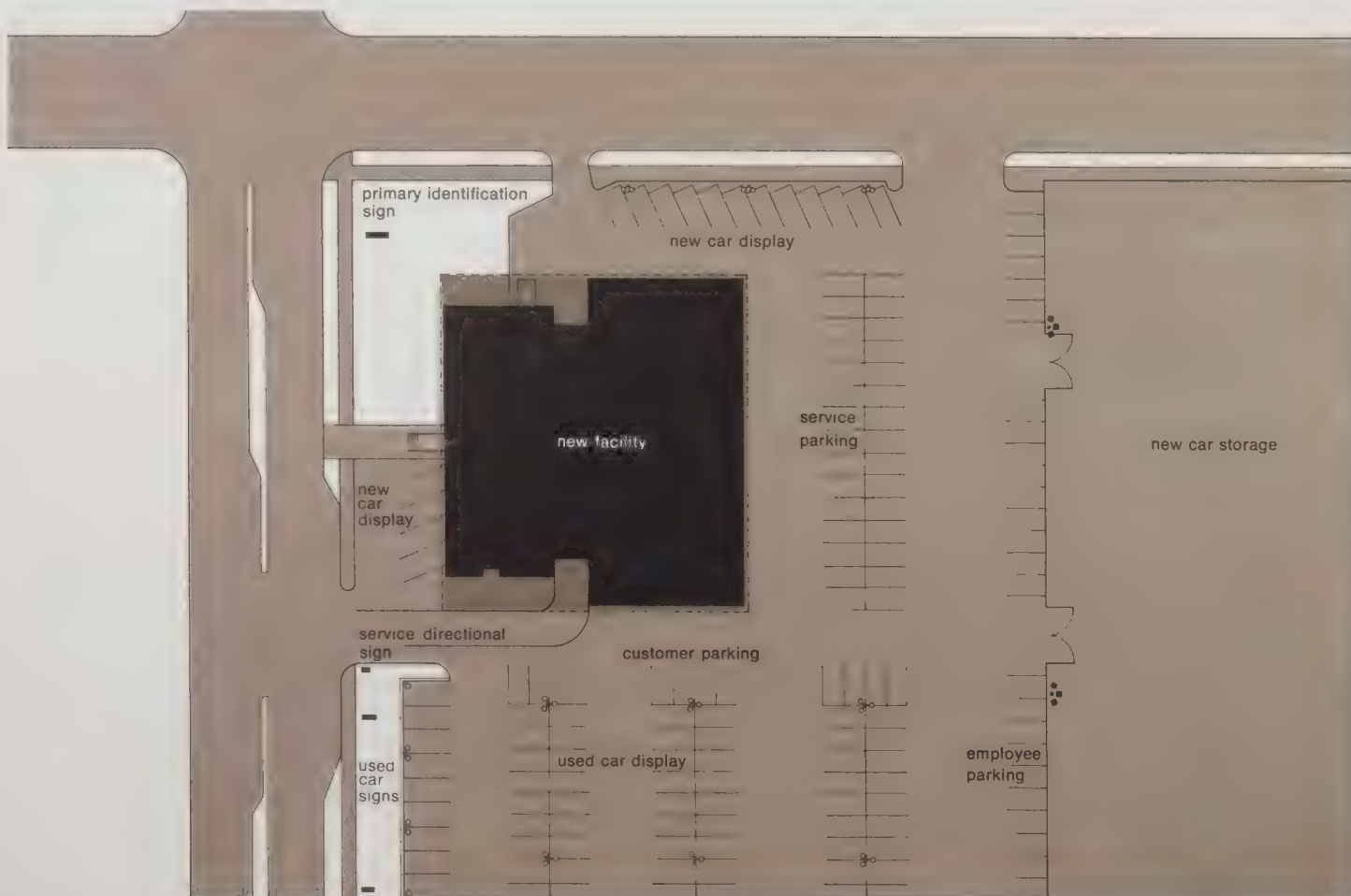
### prototype facilities

The perspective sketch below shows one of the prototype dealership facilities that American Motors has developed. The architectural character is a simple and direct statement, with the single fascia line providing a pleasing relationship between the showroom and the service area of the building. The directness and visibility of the dealership identification elements, the pylon and the dealership name, are apparent. The comprehensive design program is also evident in the well coordinated relationship between the signs and the building. The continuous fascia line encompassing the building provides an aesthetically pleasing balance to the front portion of the building. Functionally, this space provides for a mezzanine area above the office area while providing added height to the showroom. The showroom itself is a very handsome space being elevated 3 feet above the office level to provide better visibility from the exterior.



### prototype site plan

The site plan below shows the ideal relationships between the site and the building. Specifically, the building is located on a corner, giving it maximum exposure to passing traffic. It has good access for service customers, with a very visible service entrance. Parking for the dealership personnel is located behind the facility. The used car area is easily accessible from the dealership. New car storage is located at the rear of the lot in an area which can be used for subsequent expansion as the need dictates. Of course, new dealership sites will vary considerably in size, shape and particular locational characteristics.



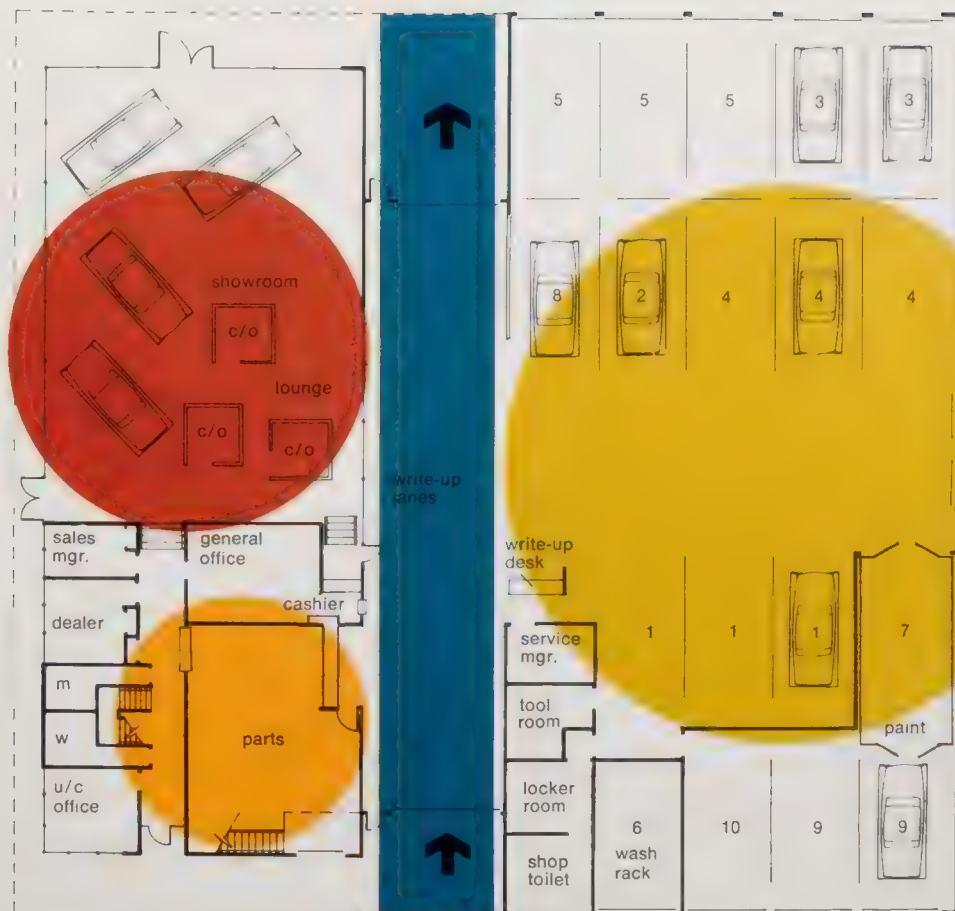
## prototype building plan

The dealership building plan below shows the relationship, both in size and in shape, of the major elements of a dealership.\* Of particular importance is the relationship between the showroom, the parts department, and the service department, all of which are connected by the customer access lanes of the write-up area. This central schematic relationship should be adhered to in all new dealership facility designs.

The perimeter service stalls, which are accessible from the outside, allow a major reduction of gross area in the service department. This prototype is flexible to allow variations within the limits of the basic schematic relationship.

## suggested stall use

- 1 Minor Repairs
- 2 Express Service
- 3 Used Car Reconditioning
- 4 Lubrication
- 5 Major Repairs
- 6 Wash Rack
- 7 Paint Booth
- 8 Front End Alignment
- 9 Body Repair
- 10 New Car Preparation

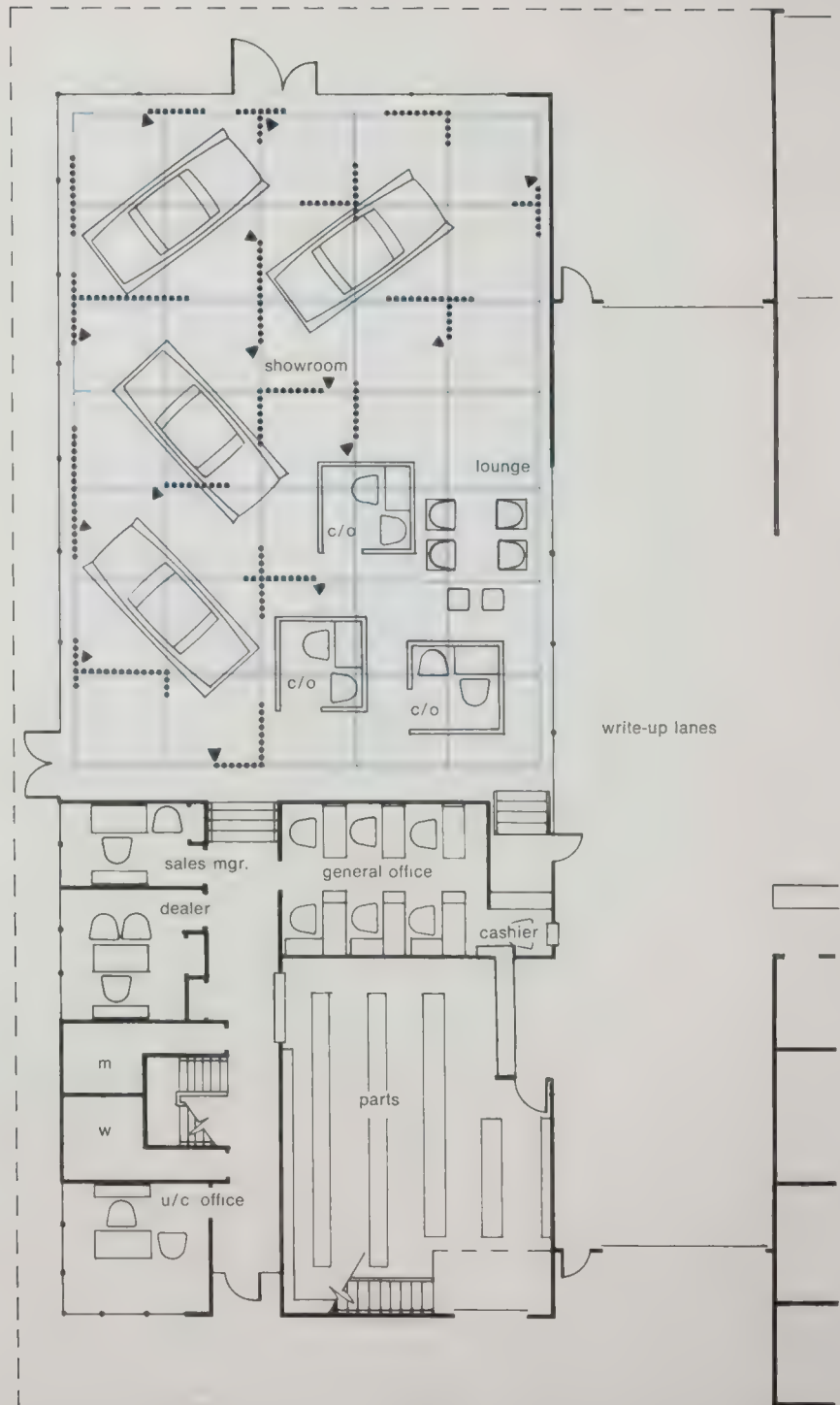




### prototype showroom plan

The showroom, office, parts and write-up lanes are shown in greater detail in the drawing at the right. This drawing also shows an example of the disposition of closing offices and automobiles in the showroom and location of the major furniture elements in each of the offices.

The grid shown over the showroom area illustrates the ceiling plan which defines the lighting system for this area and points out the great care that must be taken in the design of this lighting system to insure its effective results.



## Reference



The transformation of your dealership into the new recommended format is not only possible, but highly desirable in order to develop and maintain the competitive margin so necessary in merchandising cars.

# 1

The initial steps in the transformation of a dealership consist of those activities which can be considered as receiving maintenance such as painting. The next time it is necessary for you to paint your facility, it should be done in accordance with the American Motors Dealership Paint Schedule, a copy of which is included in this manual.

# 2

The second appropriate step is to take advantage of the signs available in the Dealer Identification Program. This is a specific program which provides you with a group of signs of standardized design. The method of securing this program can be determined by consultation with your zone coordinator.

# 3

The third phase involves the interior remodeling of your facility in accordance with the principles, and techniques developed for all American Motors dealerships. This phase should include implementation of the stage lighting concept, painting according to the approved paint schedule, installation of the recommended carpeting, provision of the recommended furniture, and provision of the closing offices with reflective surfaces.

This third phase can, of course, be accomplished in accordance with the particular characteristics, and demands of your facility. Phasing the program provides a gradual transformation of your facility into the new program, while paralleling your capacity to finance these various improvements.

## estimated improvement costs

	500 Travel Rate	300 Travel Rate	200 Travel Rate
CARPETING	\$ 4,000	\$ 2,500	\$ 2,000
CLOSING OFFICES	4,000	2,000	1,000
LIGHTING SYSTEM	12,000	8,000	6,000
FURNITURE	4,000	2,500	1,500
PAINTING	4,000	3,000	2,000
TOTAL COST	\$28,000	\$18,000	\$12,500
COST PER YEAR OVER 10 YEARS	2,800	1,800	1,250
COST PER CAR	\$5.60	\$6.00	\$6.25



## Lighting

### showroom/light track system

The lighting system recommended for use in American Motors dealerships is a LIGHTOLIER LYTESPAN II lighting track. This is a two circuit electrical distribution system designed to support and supply Lightolier lighting components in a flexible manner. The system is composed of basic 4 and 8-foot modules, which combine to produce continuous track of the desired length for recessed, surface, or stem mounting. The two circuits, individually controllable, are rated at 20 amperes at 120 volts (2400 watts incandescent load) per circuit when supplied from a single phase, 20 amp 125/250 V (3 wire) AC branch circuit. The track units are polarized and continuously grounded throughout. Lighting components specifically designed for these tracks can be attached at any point along the track. The same lighting components will operate on single circuit LYTESPAN track or either circuit of the 2 circuit LYTESPAN II track. The advantage of the two circuits is that they are independent of one another. For example, one circuit may be left on for night lighting.

The track units, which are sections of anodized extruded aluminum, push together and lock securely to prevent accidental separation. Electrical conductors are concealed in an insulating liner within the track. An 8-foot square module is recommended for your showroom.

The light sources specified for American Motors showrooms include two major elements: individually mounted clear bulbs and spotlights, both wide and narrow beam. The LIGHTOLIER LYTEPOINT ADAPTER (75R94) attaches readily anywhere along LYTESPAN tracks and provides the means for using decorative globular clear light bulbs. It has a Porcelain socket-medium base and a nickel plated screw shell. All painted finishes are baked enamel. The bulbs recommended for showroom installation are G-25 (3 1/8" dia.) 40 W. clear glass. Groups of bulbs are recommended to be spaced 4" on center at intervals along the track where they will effectively illuminate the car.

Spotlights are used to provide accent and highlight lighting in American Motors dealership showrooms. The Lightolier wide beam spotlight #7587 universal, with black shield, GE par 38 150w. medium skirt lamp provides broad beam highlighting and the low voltage LYTESPOT (D68Y26) provides a high-intensity, ultra-narrow "pin spot" for accenting small details at close distances or larger subjects at long distances. A built-in 5.2V secondary transformer provides 46,000 candlepower and 2,000 hr. lamp life. The lamp holder snaps out for lamp replacement and regressed spring clips retain color filters and spread lens. Permanently-tensioned trunnion mounting allows LYTESPOT to remain fixed at any angle. The spotlights can be mounted on either the LYTESPAN TRACK or the LYTESPAN II TRACK (2 circuits).

The spotlights should be placed among the groups of bulbs. The ratio of various light sources (bulbs, broad spotlights and narrow spotlights) should be approximately as follows: 100 bulbs, 7 broad beam spotlights and 2 narrow beam spotlights.

### service area

The service area lighting is equally as important as the showroom lighting. American Motors recommends for its dealerships a Double Lamp Fluorescent continuous open striplight, S A series, with reflector as manufactured by Pittsburgh Reflector Co.

### lounge

The LIGHTOLIER light cell (#40784), a ceiling mounted fixture, is recommended for the lounge area. It is 17 1/2" square, 5 1/2" deep, with 9 lights, either 15 or 25W clear glass bulbs with a candle base. Two or four of these units may be put together if additional light is needed.

### offices

The recommended office lighting fixtures should be similar to LIGHTOLIER PRISMA-LUX and should utilize standard fluorescent light sources and acrylic lenses.

For desk lamps and accent light, HABITAT INCORPORATED, provides a selection of lamps for desk, floor and accessory use. For desks, use models #9114 or #9274. For floor lamps, use model #9644. For accent lighting, use models #9232, #9234, #9236.

### exterior

The poles and light fixtures used for exterior lighting are an important part of the total image of an automobile dealership. American Motors recommends the use of SPAULDING light poles and SPAULDING "BALTIMORE" light sources. The "Baltimore" fixture has a round polyester housing, 28" in diameter, providing a neat and crisp appearance. Because of the high light output, this fixture can be mounted at unobstrusive heights (28' high is recommended), reducing the possibility of irritating glare and also, reducing the number of pole and fixture assemblies required for proper lot lighting. A black fixture housing mounted on a gray pole is recommended for American Motors dealership installation. The light source to be used in the "Baltimore" fixture is Metallic Vapor for area floodlighting. Use Quartz-iodine lighting units for front row accent lighting. The 1500w. Quartz-iodine units, 2 per pole, are mounted 12' high on the poles. Poles are distributed according to manufacturer's instructions as demonstrated on the Prototype Site Plan, page 4/02. Generally 30' on center in the front row and 60' to 70' on center in secondary rows is recommended.

## Closing Office

The portable closing offices designed for American Motors dealerships are unique in automobile merchandising. The advantage of these new offices is the bold and innovative character they provide for the showroom as well as providing an attractive place to consummate a sale.

The closing office has a square plan, 6'8" on each side and is elevated 7" above the showroom floor. The 7'4" high sides of the office are covered with a highly reflective, mirror finish which reflects not only the showroom lights, but the shape and color of the display cars. The interior wall surfaces are finished with a vinyl wall covering complementary in color to the comprehensive color scheme. An optional ceiling enclosure is created by the use of plastic louvers suspended in ¾" inverted tees.

The floor of the closing office is carpeted in one of four different colored carpets, each color complementary with the overall color scheme.

The desk area, or work surface, in the closing office is a wall-mounted unit, manufactured by HERMAN MILLER (see Furniture Schedule). This wall-mounted unit is 32" long with a storage cabinet above the desk. A valance light is provided beneath the cabinet to adequately light the desk surface.

The closing office includes a lighting system which heightens its dramatic character by making it appear to float above the floor. This is accomplished by the provision of fluorescent lights mounted in the wall near floor level. In addition, the system offers an optional indirect perimeter lighting system which washes the fabric-covered interior walls of the closing office. The light track system of the showrooms, though independent of the closing office, also provides light for the closing office through the plastic louver ceiling.

Construction drawings for this portable closing office may be obtained by contacting the American Motors Corporate Identity office.

## Write-up Desk

The write-up desk for the service department has been designed both as a functional unit and a merchandising aid. It is designed to focus the customer's attention on high quality service as well as to provide storage space and working area.

The write-up desk for the prototype American Motors facility is 3'7" wide, 1'8" deep and 36" high. The counter top is formica for long wear and durability. Above the counter top and recessed in the wall are areas for an intercom, service situation chart and telephone. The interior shelves provide adequate space for storage of service manuals and forms.

The front and sides of the write-up desk are covered with a reflecting surface to gain instant attention at the point of service contact. The remainder of the desk is black providing a rich contrast to the reflective surface.

Construction drawings for this write-up desk may be obtained by contacting the American Motors Corporate Identity office.

## Internal Painted Directional Signs

Lettering grids showing the proper helvetica type style may be obtained by contacting the American Motors Corporate Identity office. The lettering grids should be given to the sign painter when messages such as "Parts," "Customer Service," or "Cashier" are needed to direct the general public to the proper area for conducting business. An example of this application is shown on page 2/12 of this manual.

## furniture/furnishings

item	application	item	application
a Desk Chair/Herman Miller #PSC-06/ Swivel with casters/Black Naugahyde upholstery	closing office/salesman chair	ma Desk/Art Metal #460-36PC/36" x 60"/ 3 box drawers in one pedestal/One box drawer and file drawer in other pedestal/ Center drawer with lock/6" overhang on front side/Black face, light gray top, chrome legs	dealer or sales manager's office
b Side Chair/Herman Miller #PSC-06/ Swivel without casters/Black Naugahyde upholstery	closing office/customer chair	n Credenza/All Steel #3210-093/62" x 18" box drawer with files each side/2 middle cabinets/Black face, light gray top, chrome legs	dealer or sales manager's office
c Arm Chair/Herman Miller #PAC-06/ Swivel without casters/Yellow Naugahyde upholstery	closing office/customer chair	na Credenza/Art Metal #460-DC18-PC/60" x 18½"/Three box drawers in one pedestal/1 bookcase in center with adjustable shelf/3 box drawers in other pedestal/Black face, light gray top, chrome legs	dealer or sales manager's office
d Work Surface/Herman Miller #C.S. 231-W8/1 utility drawer and 1 pencil drawer/Neutral light laminate top	closing office/on wall	o Bookcase/Art Metal #436SD-15PC/ Black sliding steel doors/Two adjustable shelves/36" x 15" x 43"	dealer or sales manager's office
e Flipper Door Cabinet/Herman Miller #C.S. 203-L without back/Valance light under unit/Neutral light laminate color	closing office/on wall	p Vertical File/Art Metal full suspension/ Black with chrome handles/28-7/16" deep two drawer letter #8620 four drawer letter #8640 two drawer legal #8624 four drawer legal #8644	general office
f Mounting tracks for (d) and (e)/ Herman Miller #C.S. 327-48" long	closing office/on wall	q Typewriter Stand/Art Metal #430TSC- 18-26/ Casters with modesty screens/ Black with polished chrome legs/ 31" x 18" x 26"	general office
g Lounge Furniture/Architectural Fiberglass #FC-2000/Molded fiberglass chair with pad	lounge	r General Purpose Table/Art Metal #4T60-30PC/30" x 60" gray formica top/Polished chrome legs and handles with black apron	general office
ga Lounge Furniture/Stendig Expo 67/ Molded fiberglass chair with pad	lounge	s General Purpose Table/Art Metal #4T72-40PC/72" x 40" gray formica top/Polished chrome legs and handles with black apron	conference
h Lounge Furniture/Architectural Fiberglass #FC-2201/Molded fiberglass table	lounge	t Table/Burke #301-981/18" diameter/ White laminated top with round chrome base	accessory
ha Lounge Furniture/Stendig Expo 68/ Molded fiberglass table	lounge	u Funnel Top Floor Urn/Duk-It #906/3¼" deep inner receptacle/4½" x 24" high polished chrome exterior	accessory
i Dealer Desk Chair/Herman Miller #EC 114/Adjustable tilt swivel with casters/Nilo upholstery—100% nylon	dealer or sales manager's office	v Cylindrical Planter/Habitat Inc. #1278-P/ 16" dia. x 18" high/mirror-polished " chrome	accessory
j Secretary Chair/Herman Miller #PSCA-36/Adjustable swivel with casters/Black Naugahyde	general office	w Cylindrical Planter/Habitat Inc. #1353-P/ 4½" dia. x 12" high/mirror-polished chrome	accessory
k Secretary Desk/All Steel 2021-911-30" x 60" with 18" x 36" return #2102-L61/ 3 drawers/Black face, gray top, chrome legs	secretary	x Round Mirror Stainless Steel Wastebasket/Duk-It #6809/9" x 15"	accessory
ka Secretary Desk/Art Metal #460-R30-30" x 60" with 18" x 42" adjustable return 442SPI-18PC/ 3 box drawers in pedestal/ Stationery pedestal/Black face, gray top, chrome legs	secretary	y Aluminum Coat Rack/Art Metal #480/ Four hooks	accessory
l Desk/All Steel #2001-123/30" x 60" no overhang/3 drawers in left pedestal/ 1 box drawer and 1 file drawer in right pedestal/Center drawer with lock/Black face, light gray top, chrome legs	general office	z Ash Trays/Leif Wessman/Polished chrome outside/Porcelain interior in colors of black or white/5", 6½", 7½", diameters	accessory
la Desk/Art Metal #460-30 PC/30" x 60" no overhang/3 drawers in one pedestal/ 1 box drawer and 1 file drawer in other pedestal/Center drawer with lock/Black face, light gray top, chrome legs	general office		
m Desk/All Steel #2002-123/36" x 60"/ 3 drawers in left pedestal/Box drawer and file in right pedestal/Center drawer with lock/6" overhang on front side/ Black face, light gray top, chrome legs	dealer or sales manager's office		

**NOTE:** Alternate manufacturers may be substituted if color and design concept is maintained.



## dealership paint schedule

The following schedule of paint finishes and colors will meet the painting requirements for any dealership. The approved manufacturer's name and number are given to identify

the proper color and finish for each area of the building. If a different paint company is preferred, the name and number on the schedule should be used to determine the

finish and color required. In all cases, the authorized color and finish should be used for each specified area of the building.

Interior Area	Finish	AM Color Number	Product
<b>Showroom:</b>			
Ceiling:	Flat	AM # 2 Black	PPG Speedhide Deeptone 82-123
Walls:			
a. Basic Color	Semi-Gloss	AM # 1 White	PPG Satinhide Enamel 20-6
b. Accent Wall	Semi-Gloss	AM # 3 Gray	PPG Satinhide Enamel 20-150 tinted to M500
c. Focal Wall (small full-height wall near center of back wall)	Satin	AM # 2 Black	PPG Speedhide Deeptone 82-23
d. Pedestrian Doors	Satin	AM # 2 Black	PPG Speedhide Deeptone 82-23
<b>Corridor:</b>			
Ceiling:	Flat	AM # 1 White	PPG Wallhide Latex 80-6
Walls:	Semi-Gloss	AM # 3 Gray	PPG Satinhide Enamel 20-150 tinted to M500
Alternate:	Vinyl	AM #11 White	Gilford Cloud White vinyl wall covering TUX-4334
<b>Offices:</b>			
Ceiling:	Flat	AM # 1 White	PPG Wallhide Latex 80-6
Walls:			
a. Two opposite side walls	Vinyl	AM #10 Charcoal	Durawall, Inc. F1412 Charcoal Vinyl Wall Covering
b. Front and back walls	Semi-Gloss	AM # 3 Gray	PPG Satinhide Enamel 20-150 tinted to M500
Alternate:	Vinyl	AM #11 White	Gilford Cloud White vinyl wall covering TUX-4334
<b>General Office:</b>			
Ceiling:	Flat	AM # 1 White	PPG Wallhide Latex 80-6
Walls:			
a. Basic Color	Semi-Gloss	AM # 3 Gray	PPG Satinhide Enamel 20-150 tinted to M500
b. Accent Wall	Vinyl	AM #11 White	Gilford Cloud White vinyl wall covering TUX-4334
<b>Customer Waiting Area:</b>			
Ceiling:	Flat	AM # 1 White	PPG Wallhide Latex 80-6
Alternate:	Flat	AM # 2 Black	PPG Speedhide Deeptone 82-123
Walls:			
a. Basic Color	Semi-Gloss	AM # 3 Gray	PPG Satinhide Enamel 20-150 tinted to M500
b. Accent Wall	Semi-Gloss	AM # 5 Yellow	PPG Enamel 23-78 Focal Yellow
Stripes	Semi-Gloss	AM # 7 Yellow	PPG Speedhide Deeptone 82-20
<b>Lavatories:</b>			
Ceiling:	Flat	AM # 1 White	PPG Wallhide Latex 80-6
Walls (other than ceramic tile):	Satin	AM # 1 White	PPG Satinhide Enamel 20-6
Toilet Partitions:	Gloss	AM # 4 Gray	PPG Waterspar 54-200 tinted to D-486
<b>Service Write-Up Area:</b> (where applicable)			
Ceiling:	Gloss	AM # 1 White	PPG Waterspar Enamel 54-171
Walls:			
a. From Office Area	Satin	AM # 2 Black	PPG Speedhide Deeptone 82-23
b. From Service Area	Gloss	AM # 1 White	PPG Waterspar Enamel 54-171
c. From Outside, including overhead doors	Gloss	AM # 1 White	PPG Waterspar Enamel 54-171
Pedestrian Doors:	Gloss	AM # 2 Black	PPG Waterspar Enamel 54-172
Floor:	Gloss	AM # 8 Dark Gray	PPG Floorhide Enamel 3-2
<b>Service Area:</b>			
Ceiling:	Gloss	AM # 1 White	PPG Waterspar Enamel 54-171
Walls:			
a. 8'10" high wainscot	Gloss	AM # 6 Gray	PPG Waterspar Enamel 54-200 tinted to D492
b. Above 8'0" high wainscot	Gloss	AM # 1 White	PPG Waterspar Enamel 54-171
Holsts:	Gloss	AM # 9 Orange	PPG Equipment Enamel 9-17
Pedestrian Doors:	Gloss	AM # 2 Black	PPG Waterspar Enamel 54-172
Overhead Doors:	Gloss	AM # 1 White	PPG Waterspar Enamel 54-171
Floor:	Gloss	AM # 8 Dark Gray	PPG Floorhide Enamel 3-2
<b>Parts Department:</b>			
Ceiling:	Gloss	AM # 1 White	PPG Waterspar Enamel 54-171
Walls:	Gloss	AM # 6 Gray	PPG Waterspar Enamel 54-200 tinted to D-492
<b>Exterior:</b>			
Walls:			
a. Basic Color	Low Lustre	AM # 3 Gray	PPG Sunproof Latex 70-150 tinted to M500
b. Accent Band (above overhead doors where applicable to create a minimum 4'0" high black band at roof line)	Low Lustre	AM # 2 Black	PPG Waterspar 54-198
c. Showroom Panels above or below glass	Low Lustre	AM # 6 Gray	Sunproof Latex 70-200 tinted to D492
Showroom Fascia:	Low Lustre	AM # 2 Black	PPG Waterspar 54-198
Pedestrian and Overhead Doors	Gloss	AM # 3 Gray	PPG Waterspar Enamel 54-150 tinted to M500

### Note:

To accentuate heavily trafficked pedestrian and service write-up doors, use AM #2 Black-PPG Waterspar Enamel 54-172.



## service department standards

### Car Stall Dimensions

general repair	24' long x 11' wide
body shop	30' long x 12' wide
paint booth	27' long x 16' wide
front end	24' long x 12'6" wide
wash	24' long x 15' wide

### Truck Stall Dimensions

short wheel base	25' long x 12' wide
long wheel base	36' long x 12' wide

### Service Drives

two lanes	25' recommended 22' minimum
one lane	16' recommended 14' minimum

### Service Doors

for cars	14' wide x 12' high
for trucks	14' wide x 14' high

### Ceiling Height

for cars & light trucks	12' clearance
for large trucks	14'6" clearance

### Ventilation and Exhaust

minimum of 12 air changes per  
hour -- use in-floor system  
for exhaust removal

## parts department standards

### Bin Sizes

small parts	7' x 3' x 1'
bulk parts	7' x 3' x 2'

### Aisle Space

between bins	30-36"
behind counter	4' (running length of counter)

### Counter Area

12' minimum or 6' of counter area per man  
counter top to be 30" wide

### Desk and Adjoining Area

30 square feet per desk

### Service Floor

use 3000 psi concrete, 6" thick  
with 6" x 6" mesh reinforcing  
with expansion joints every  
400 sf

### Ramps

15% (1.8" per foot) preferable  
10' minimum width, with 12' on  
curves

### Lighting Levels

customer reception area	100 footcandles
write-up desk	100 footcandles
express service	100 footcandles
minor repair service	100 footcandles
lubrication	100 footcandles
front end service	100 footcandles
major repair service	100 footcandles
body shop	100 footcandles
service manager's office	100 footcandles
paint booth	200 footcandles
used car reconditioning	100 footcandles
wash rack	50 footcandles
washroom	25 footcandles
locker room	50 footcandles
lunchroom space	50 footcandles
tool room	50 footcandles
storage areas	5 footcandles

### Space Allotment Averages

bins and aisles	25%
counter, reception and display	10%
shipping and receiving	10%
claims parts area	5%
office desk area	5%
bulk parts area	45%

### Percentage of Small Parts Inventory to Total Inventory

Inventory	Percentage
\$ 3,600	85%
6,600	80
12,000 - 14,000	75
19,200 - 24,000	70
28,800 - 48,000	65

### Manpower

approximately one man per \$5,000 in sales per month  
(based on cost of sales)

**carpet specifications for showrooms**

Pitch .....	270 (10 stitches to the inch in the width)
Units per inch (length) .....	9 per inch
Yarn units per sq. inch .....	90
Pile height .....	minimum .162 pile -- actual pile may exceed this height
Yarn content .....	1050 Denier Semi Dull Round Cross Section Continuous Filament Nylon made by Allied Chemical -- composed into 3 ply texturized moresque with every fourth dent containing an enamelled copper wire mixed with the yarn
Color .....	selected exclusively for American Motors showrooms -- one end brown, one end charcoal, one end grey
Yarn weight .....	22 oz. per sq. yd.
Anti Static agent .....	enamelled copper wire
Primary backing .....	4 oz. Dupont Typar
Secondary backing .....	woven jute
Bonding agent .....	26 oz. pure latex
Total weight .....	60 ounces per sq. yd.
Width .....	12 foot

This carpeting is manufactured exclusively for American Motors dealers by the Durkan Carpet Corp. and can be ordered directly from them by contacting their representative at 208 East 60th Street, New York, N.Y. 10022. Telephone: 212/752-2520.



